2013-2014 transformative

ANNUAL REPORT

SIAST

2013-2014
ANNUAL REPORT

transformative

Table of Contents

VISION, MISSION, VALUES	2
LETTER OF TRANSMITTAL	3
MESSAGE FROM THE CHAIR AND PRESIDENT AND CEO	4
BOARD OF DIRECTORS	5
STATISTICS	6
PRIMARY OUTCOMES	10
CLIENTS	12
INTERNAL PROCESSES	16
PEOPLE, LEADERSHIP AND GROWTH	23
ENTERPRISE SUSTAINABILITY	25
KUDOS	27
MANAGEMENT DISCUSSION & ANALYSIS	30
FINANCIAL STATEMENTS	37
MANAGEMENT REPORT	38
INDEPENDENT AUDITORS' REPORT	39
NOTES TO FINANCIAL STATEMENTS	44
APPENDIX A: ADMINISTRATION	55
APPENDIX B: STRATEGIC MAP	56

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VISION

By 2020, our expertise in responsive applied education and research that meet student and market needs will make us globally recognized as the first-choice polytechnic in Canada.

MISSION

To educate students and provide skilled and successful graduates.

VALUES

RESPECT
We care about one another and about our workplace. We foster an open and inclusive environment that embraces diverse cultures, heritages and opinions; we learn, work and support each other as one team.

INTEGRITY
We are committed to being accountable and transparent. We are honest with one another. We hold ourselves to high standards of ethical behavior and take responsibility for our actions.

EXCELLENCE
We go above and beyond what is normally expected to achieve excellence in our teaching, in our programming, in our learning and in our services. We accomplish this by maintaining high standards, strong competencies, committed partnerships and by being responsive and accessible.

SUSTAINABILITY
We work, live and learn in a socially and environmentally responsible manner. We support the health, safety and overall well-being of our students, employees and partners. We are conscientious stewards of our resources and continuously look for entrepreneurial and creative ways to strengthen and improve our organization. These considerations underlie all our actions, behaviours and decisions.

LETTER OF TRANSMITTAL

400-119 4th Avenue South
Saskatoon SK S7K 5X2

September 26, 2014

The Honourable Kevin Doherty, Minister
Saskatchewan Advanced Education
Regina SK S4S 0B3

Dear Minister:

On behalf of the board of directors of the Saskatchewan Institute of Applied Science and Technology (SIAST), and in accordance with the provisions of The SIAST Act, I am pleased to submit the annual report and audited financial statements of SIAST for the fiscal year ended June 30, 2014.

Respectfully submitted,

Ralph E. Boychuk, Chair
SIAST Board of Directors

In 2013-14, SIAST implemented a number of initiatives designed to meet our twin client outcomes of maximizing student success and providing skilled workers for the labour market. This annual report highlights many of the activities that flowed from our operating and capital plan for the year.

MESSAGE FROM THE CHAIR AND PRESIDENT & CEO

Particularly significant to our longer-term effectiveness were three strategic developments:

- The Government of Saskatchewan undertook revisions to the legislation that defines how we operate.
- We completed our strategic plan refresh, which includes a project to rebrand the organization.
- Two phases of a management reorganization were implemented, and a third commenced.

Last fall, the government introduced legislation to replace The SIAST Act. The new legislation will see our name change to Saskatchewan Polytechnic, and it will clarify our ability to fundraise for property. The legislation recognizes, supports and protects our polytechnic status, which is defined by our focus on applied learning and applied research. Polytechnic status is consistent with our commitment to provide the depth of programming appropriate to labour market need, including apprenticeship training and certificate, diploma and degree programs, and with our focus on applied research that helps industry clients find innovative solutions to practical problems.

The Saskatchewan Polytechnic Act received three readings in the legislature and royal ascent. The last step in the legislative process is proclamation, which will follow the finalization of regulations related to the Act.

Our refreshed strategic plan, which was more than a year in development, was approved this spring by the SIAST board of directors. The strategic planning process included a comprehensive environmental scan and consultation with approximately 200 internal and external stakeholders. The final document's six-year horizon aligns with Saskatchewan's Plan for Growth, which it supports. It includes a new mission, vision and values, and it more precisely defines strategic differentiators. Our new vision statement is:

By 2020, our expertise in responsive applied education and research that meet student and market needs will make us globally recognized as the first-choice polytechnic in Canada.

As part of our strategic plan refresh, we also undertook a rebranding project. A steering committee worked with an external agency to develop a brand model and brand visual language for Saskatchewan Polytechnic. Rebranding SIAST will support our repositioning as a polytechnic, it will raise awareness about the breadth and depth of educational opportunities we offer, and it will help us build a reputation as a post-secondary institution nationally. The new brand will launch following proclamation of The Saskatchewan Polytechnic Act.

Early in the year, we began implementing a senior management reorganization based on leading practices in contemporary organizational design and in support of SIAST's strategic goals. The new structure allows us to place greater emphasis on key priorities, including relationships with Aboriginal students and stakeholders, development of a learner-focused culture, strategy management, growth, enterprise sustainability, facility management, and health and safety.

In 2014-15, we will continue to ensure we are agile and responsive to changing labour market needs.

Our senior management reorganization, legislative changes and implementation of our refreshed strategic plan ensure that Saskatchewan will be served by a student-focused, employer-driven polytechnic that contributes at a high level to economic and social prosperity for many years to come.

BOARD OF DIRECTORS

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1. Chair Ralph Boychuk, Prince Albert
2. Vice-Chair Pam Schwann, Craven
3. Secretary Jim Nowakowski, Saskatoon
4. Garry Benning, Saskatoon
5. Donna L. Birkmaier, Saskatoon
6. Erick Erickson, Rock Ridge, Last Mountain Lake
7. Kerry Heid, Regina
8. Terry Parker, Regina
9. Robert Stromberg, Jackfish Lake
10. Arlene Unvoas, Swift Current
11. Mark Vanstone, Saskatoon
12. Brent Waldo, Moose Jaw

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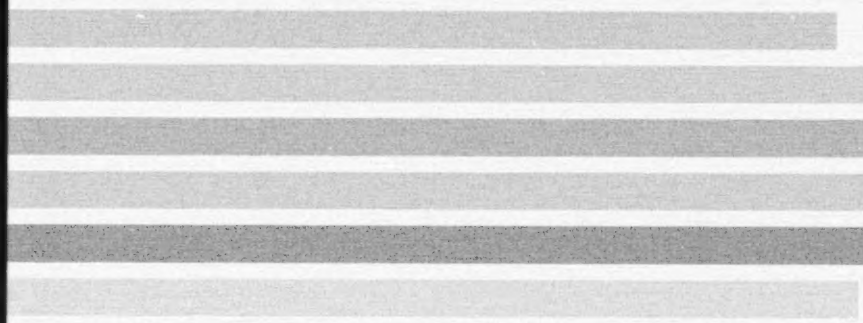
SIAST launched its first "solo" degree in 2013-14 – a Bachelor of Psychiatric Nursing under the leadership of Dr. Netha Dyck, dean of Nursing.

2012 2013 Graduates

Applied Certificate	610
Certificate	1,901
Advanced Certificate	167
Diploma	1,008

3,686

GRAD EMPLOYMENT RATES



BCIT 79%

SIAST 94%

NAIT 93%

SAIT 94%

RRC 96%

Ont. polytechnics 78-85%

Polytechnics used for comparisons
BCIT – British Columbia Institute of Technology / NAIT – Northern Alberta Institute of Technology / SAIT – Southern Alberta Institute of Technology / RRC – Red River College, Manitoba / Ontario polytechnics (Algonquin College, Conestoga College Institute of Technology and Advanced Learning, George Brown College, Humber College, Seneca College, Sheridan).

Aboriginal Student Enrolment

Across all programs*

* Includes Basic Ed., Apprenticeships, Certificates, Diplomas, Degrees.

3,084

98% Employer Satisfaction

BCIT	NA
SIAST	98%
NAIT	NA
SAIT	89%
RRC	97%
Ont.	92-95%

International Student Enrolment

On campus	195
Overseas	261

456

STUDENT STATISTICS

PROGRAM ENROLMENT

Training Level	Full-Time	Part-Time	Total Headcount
Programs:			
Basic Education	2,423	1,033	3,456
Apprenticeship	5,406	109	5,515
Cert/Dip/Degree Base [1]	5,154	661	5,815
Cert/Dip/Degree Con Ed [2]	1,580	692	2,272
All Levels	**14,563**	**2,495**	**17,058**
Distinct Students [3] Enrolled in Programs			16,267

COURSE REGISTRATIONS

Training Level	Total Course Registrations
Credit:	
Basic Education	3,398
Apprenticeship	177
Cert/Dip/Degree Base [1]	1,455
Cert/Dip/Degree Con Ed [2]	14,822
Subtotal Credit Activity	*19,852*
Non-Credit:	**7,025**
All Levels	**26,877**
Distinct Students Registered in Courses	13,529

FULL LOAD EQUIVALENT (FLE) [4]

	Program FLE	Courses FLE	Total FLE
Credit:			
Basic Education	1,876	315	2,191
Apprenticeship	1,954	5	1,959
Cert/Dip/Degree Base [5]	5,488	212	5,700
Cert/Dip/Degree Con Ed	1,722	890	2,612
Subtotal Credit Activity	*11,040*	*1,422*	*12,462*
Non-Credit:	n/a	364	364
All Levels	**11,040**	**1,786**	**12,826**
Distinct Students in All Training (Programs and Courses)			26,443

NOTES

1. The term "base" represents SIAST's certificate/diploma/degree programs that are administered by program heads and are delivered on a regular basis, usually at a SIAST campus. The term "certificate" includes SIAST's applied and advanced certificate programs. Degree programs include the Bachelor of Science in Nursing program.
2. The term "con ed" represents the continuing education delivery of SIAST's certificate/diploma/degree programs. Included in this number are 1,363 headcount program enrolments at regional colleges and Dumont Technical Institute that broker SIAST programs. All brokered program and course registration activity comprises 1,329 FLE, delivered to 1,695 distinct students.
3. Given that a student can be enrolled in more than one level of training in an academic year, the number of distinct students enrolled in programs overall will not equal the sum of the totals for each training level.
4. Effective in 2010-11, SIAST implemented a new Full Load Equivalent (FLE) model. The new FLE formula will calculate a student's full-load activity based on the total number of credits/hours they attend, relative to the number of credits/hours that would normally be assigned a full-time learner over the academic year. FLE will be calculated based on a standard divisor of 45 credit units for post-secondary training and 700 hours for secondary training (Basic Education). A student may be more than one FLE if their total credit unit or hour activity is greater than 45 credit units (post-secondary) or 700 hours (secondary).
5. Detailed student records for the Saskatchewan Collaborative Bachelor of Science in Nursing (BSCN) program are managed by the University of Regina. 2012-13 FLE for the U of R funding model will not be calculated until winter 2013-14. There were 698 headcount enrolments in years one and two of the BSCN program in 2012-13.
6. The 698 BSCN students have been included in the full-time attendance category for program headcount enrolment; however, the actual attendance status of these students is not known, given the University of Regina manages the enrolment records.

Source: SIAST Operational Data Store, 2012-13 AY Census Extract, Sept 22, 2013

SIAST EDUCATION EQUITY PARTICIPATION 2012-13

(Headcount and Per Cent Enrolment)

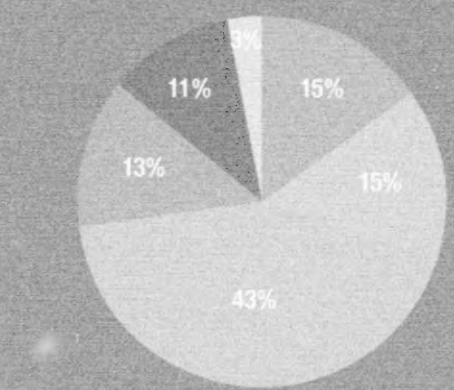
Designated Groups of Students	All Programs (Basic Ed, Apprent, Cert-Dip-Degree)		Certificate-Diploma-Degree	
	#	%	#	%
Persons of Aboriginal ancestry	3,084	18.1	1,449	17.9
Persons with disabilities	991	5.8	502	6.2
Persons of visible minorities	852	5.0	315	3.9
Female students	7,220	42.3	4,957	61.3

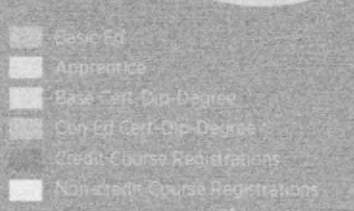
180 Post-Secondary Programs

Applied Certificate	46
Certificate	45
Advanced Certificate	11
Diploma	51
Degree	2
Apprenticeship	25
Total	180

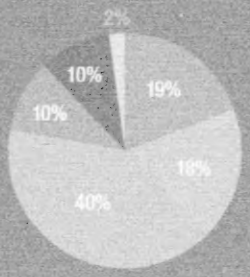
CAMPUS ENROLMENT BY FLE 2012-13

SIAST FLE Total Enrolment 12,826

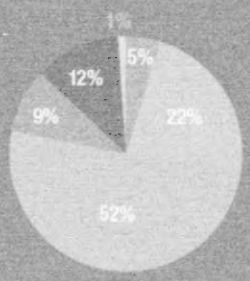




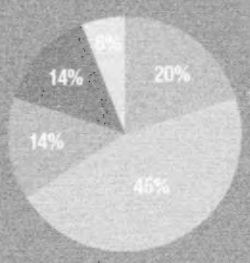
SIAST Kelsey Campus FLE Total 4,986



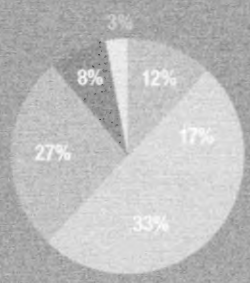
SIAST Palliser Campus FLE Total 3,059



SIAST Wascana Campus FLE Total 2,718



SIAST Woodland Campus FLE Total 2,063



SIAST WORKFORCE STATISTICS

Full-Time Equivalent (FTE) Totals

July 1, 2013 to June 30, 2014 and July 1, 2012 to June 30, 2013

	Academic		Professional Services		Out-of-Scope		Totals	
	2013/14	2012/13	2013/14	2012/13	2013/14	2012/13	2013/14	2012/13
SIAST Kelsey	439.55	458.57	145.16	160.56	16.59	17.00	601.30	636.13
SIAST Palliser	195.64	187.83	89.79	97.69	10.72	11.67	296.35	297.19
SIAST Wascana	285.93	281.90	131.89	127.30	15.41	15.63	433.23	424.83
SIAST Woodland	125.63	134.00	66.61	69.36	10.58	10.43	202.82	213.79
SIAST Admin. Offices	1.52	1.52	55.65	64.56	41.78	44.83	98.95	110.91
Totals	**1048.47**	**1063.82**	**489.10**	**519.47**	**95.08**	**99.56**	**1632.65**	**1682.85**

(Does not include casual and/or employee service contracts.)

PRIMARY OUTCOMES

PEOPLE, LEADERSHIP AND GROWTH

LEADING ORGANIZATIONAL EFFECTIVENESS

- **P1** Optimize service excellence
- **P2** Become an employer of choice
- **P3** Improve vertical and horizontal communication
- **P4** Provide quality governance and leadership

ENTERPRISE SUSTAINABILITY

- **S1** Maximize resource management
- **S2** Enhance and diversify funding sources
- **S3** Advance SIAST's reputation

CLIENTS

Maximize student success

Provide skilled workers for the labour market

INTERNAL PROCESSES

BUILDING SUCCESSFUL CAREERS

IP1.1 Respond aggressively to evolving program opportunities

IP1.2 Facilitate seamless career transitions and lifelong learning

IP1.3 Expand facilities to accommodate enrolment growth

ADVANCING ECONOMIC AND SOCIAL PROSPERITY

IP2.1 Advance innovative partnerships and strategic alliances

IP2.2 Expand education and training in select global markets

IP2.3 Foster a sense of social responsibility

LEVERAGING EDUCATIONAL INNOVATION

IP3.1 Enhance program quality

IP3.2 Use creative solutions to enhance and expand the learning experience

IP3.3 Grow applied research

CLIENTS

C1
Maximize student success

New director of Aboriginal Strategy

SIAST appointed a new director of Aboriginal Strategy during 2013-14 to bring an even more focused approach to the implementation of the institution-wide Aboriginal Student Achievement Plan. This newly created position will intensify SIAST's efforts to address barriers to program completion by Aboriginal students, with the goal of eliminating the program completion gap between Aboriginal and non-Aboriginal students.

Strategic enrolment management

SIAST has begun to implement a strategic enrolment management plan (SEM), designed to shape enrolment with a more focused approach that enhances the student experience and maximizes student success. A newly established strategic enrolment management committee developed a high-level plan to operationalize the SEM initiative.

MAXIMIZE STUDENT SUCCESS

Charlotte Blondeau

As an Office Education student, Charlotte Blondeau frequented SIAST Palliser Campus's Aboriginal Activity Centre. "I'd go every day, have coffee and chat with people. There's a big sense of community there." It also proved to be a quiet place for this single parent to study.

SIAST has four such centres, one on each campus. The centres are part of SIAST's commitment to enhancing Aboriginal student participation and success.

A Metis woman, Charlotte tapped into other helpful services at SIAST. For instance, she met with an Aboriginal student advisor who encouraged her to apply for scholarships. "I did, and I ended up receiving two—one for $500 and another for $5,000—which really helped." She also participated in cultural activities, such as a tepee raising ceremony and talking circles.

SIAST expanded its long-standing emphasis on education equity by launching a multi-year Aboriginal Student Achievement Plan in 2010. The plan aims to eliminate the program completion gap between Aboriginal and non-Aboriginal students.

After graduating in 2013, Charlotte landed a position as a ward clerk at Moose Jaw Union Hospital, happy to put her days of low-wage jobs behind her.

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CLIENTS

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C2
Provide skilled workers for the labour market

Apprenticeship training

SIAST continues to respond to the growing demand for skilled tradespersons in industry. Following several consecutive years of enrolment increases, the number of students taking apprenticeship training at SIAST rose again in 2013-14, by 3.1%.

In 2013-14, Western Economic Diversification announced federal support of $1.4 million for apprenticeship training in the carpentry, electrical, plumbing and welding trades. The investment will give improved access to leading-edge industrial equipment and computer technology and will also provide better training opportunities in Heavy Equipment Truck & Transport, Agricultural Machinery and Automotive Service Technician programs.

Mining Engineering Technology

The first students of the Mining Engineering Technology diploma program graduated in 2013-14.

SIAST received $500,000 to create a Centre for Minerals Innovation, Training and Leadership from the International Minerals Innovation Institute, a unique public-private post-secondary partnership jointly funded by industry and government. The project will support and enhance post-secondary education and research and development, as well as strengthen the minerals industry in Saskatchewan and Canada.

Paramedic program enhancement

SIAST responded to the growing need for highly trained and expert paramedics in Saskatchewan by expanding its Advanced Care Paramedic (ACP) program to Saskatoon. Previously only offered in Regina, expansion of the program increased the number of program seats provincially to 32, giving greater access to advanced care paramedic education within the province.

PROVIDE SKILLED WORKERS FOR THE LABOUR

Wes **Noble**

Thanks to Saskatchewan's thriving construction sector, demand for SIAST's plumber apprenticeship training program hit a high this year. It also made it that much more challenging to attract specialists from industry to teach the program.

To help meet the increased student demand, SIAST opened a new plumbing training centre in Saskatoon. The three extra classrooms and shop space allow SIAST to accommodate 1,120 plumbing students annually—an increase of 210.

Still shy two classrooms and two instructors, Plumbing faculty stepped up to the plate, taking on extra teaching duties, commuting from SIAST Wascana Campus in Regina, and rotating classes.

"We ended up pooling all our Level 1 apprentices together," says program head Wes Noble. "We used the shop as an overflow, delivering lectures to [students] working at benches instead of sitting behind desks. It was probably more conducive to student learning because the instructor would [also] demo the application."

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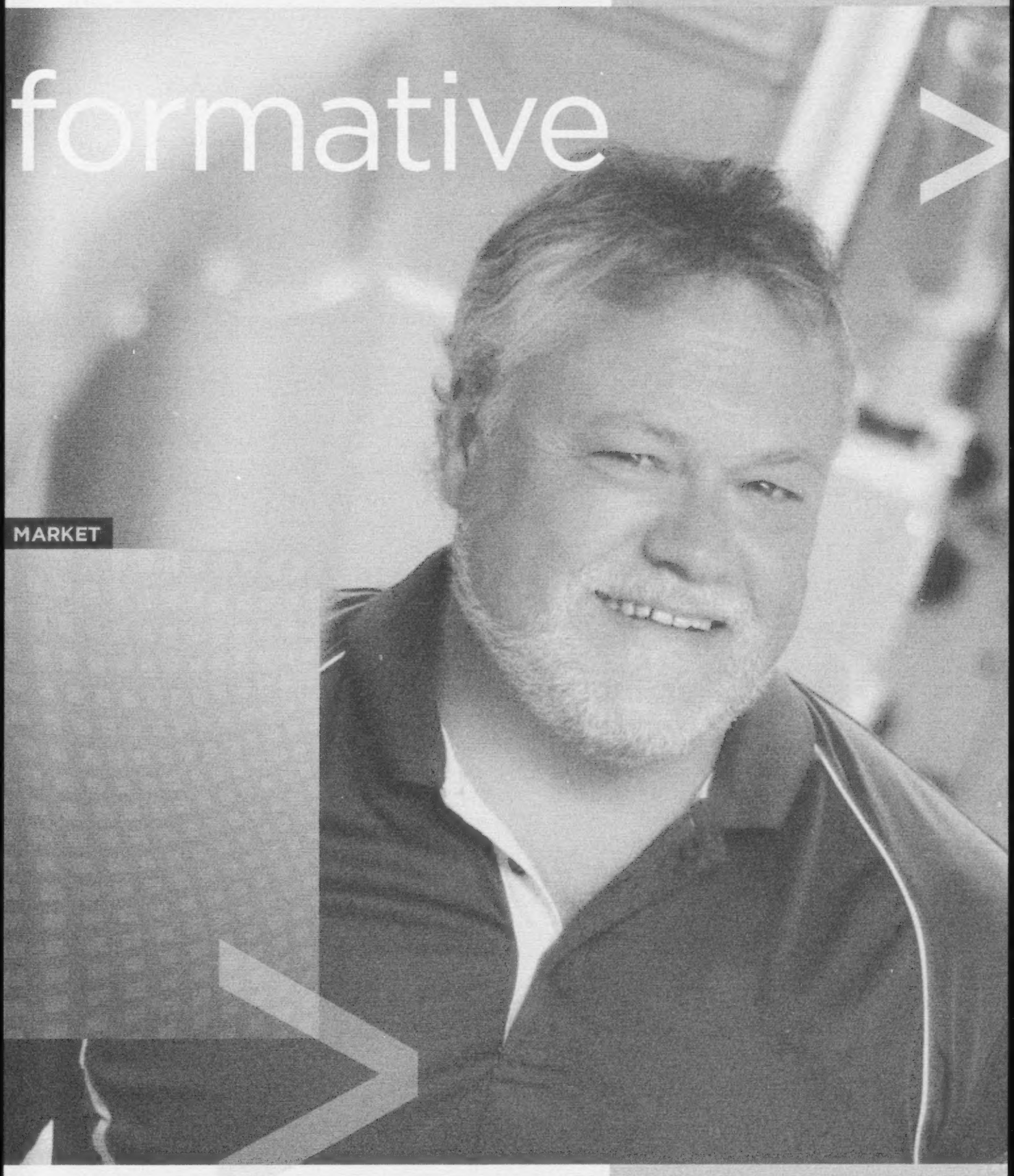

MARKET

INTERNAL PROCESSES

STRATEGIC THEME 1: MAKING SUCCESSFUL CAREERS POSSIBLE

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IP1.1

Respond aggressively to evolving program opportunities

Adult Basic Education

Adult Basic Education programming is now available throughout the summer at SIAST's Prince Albert, Regina and Saskatoon campuses. Summer programming provides students with continuity in their studies and allows them to complete their programs sooner, while also reducing the waitlist for the programs.

Baccalaureate degree programs

SIAST received authorization from the Government of Saskatchewan to grant its first degree, a Bachelor of Psychiatric Nursing. The degree completion program provides an important career option for Psychiatric Nursing diploma graduates, including those who are currently employed and who wish to complete a degree program while continuing to work. The program launched with eight students.

IP1.2

Facilitate seamless career transitions and lifelong learning

Articulation agreements

SIAST entered into nine new articulation agreements with other recognized universities and colleges, bringing the total number of transfer credit agreements it has in place to 113.

IP1.3

Expand facilities to accommodate enrolment growth

Strategic infrastructure

Development of the SIAST Kelsey Campus renewal plan continues. The Ministry of Advanced Education has requested a study to address location, construction costs, strategic partnering, sustainability and potential for growth over the next several decades.

SIAST Kelsey Alberta Ave Centre

SIAST opened the SIAST Kelsey Alberta Ave Centre to facilitate an expansion of plumbing programs. Saskatchewan industry is experiencing rapid growth and, in response, SIAST is meeting the challenge with the new space, which will allow for increased student intake for the Plumbing and Pipefitting applied certificate program and apprenticeship programs.

Space utilization

SIAST's space utilization pilot project at SIAST Palliser Campus in Moose Jaw established a centralized room booking authority. The new approach, which facilitates small schedule adjustments, freed up three classrooms. This allowed a planned electrician program expansion. This pilot has been implemented at two other campuses and will be implemented at all campuses by 2015.

Expanded language centre

SIAST expanded its Regina language centre at SIAST Wascana Campus. The centre provides newcomers to Canada with testing and language training services to meet post-secondary education entrance conditions, citizenship and immigration requirements, and personal and professional development objectives. Use of the centre's services has increased more than five-fold in little more than a year. More than 4,300 test takers have used the centre's services since it began operating in April 2012.

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BUILDING SUCCESSFUL CAREERS

Josee **Banury**

When SIAST announced the launch of its first degree program in September 2013, the timing couldn't have been better for Josee Banury. A graduate of SIAST's Psychiatric Nursing diploma program, she was one of the first to enrol in SIAST's Bachelor of Psychiatric Nursing program—the only psychiatric nursing degree program in Saskatchewan.

Prior to the announcement, she'd considered pursuing a degree out of province. Then she discovered she was pregnant. "For us to pack up and move wasn't feasible," says Josee, a self-described "independent learner," who starts the degree program—which is delivered through distance learning—this fall.

The convenience of the program not only fits with her role as mom, but also with her role as resident care coordinator at a long-term care facility in rural Saskatchewan, a position she started this summer. Josee sees herself eventually holding a management position in a community mental health setting. "I think a degree will help me. I'll have that much more knowledge," she says.

INTERNAL PROCESSES

STRATEGIC THEME 2: ADVANCING ECONOMIC AND SOCIAL PROSPERITY

IP2.1

Advance innovative partnerships and strategic alliances

Saskatchewan Collaborative Bachelor of Science in Nursing program

In response to the demand for nurses in Saskatchewan, SIAST, the University of Regina, Great Plains College and the Cypress Health Region expanded the Saskatchewan Collaborative Bachelor of Science in Nursing (SCBScN) program to Swift Current with an annual cohort of eight students. Students have access to the practicum lab at Cypress Regional Hospital in Swift Current and the newly renovated lab with increased internet bandwidth at Great Plains College.

Collaborative Nurse Practitioner Program

The Collaborative Nurse Practitioner Program, the first of its kind in Canada, received preliminary approval, the highest rating granted for new programs that have not yet graduated students, from the Saskatchewan Registered Nurses' Association. The first cohort of 20 students will begin classes in September 2014. The master's program will be offered jointly by SIAST and the University of Regina.

IP2.2

Expand education and training in select global markets

International education

SIAST continued its efforts to actively recruit international students and plan for sustained growth of this global activity. In 2013-14, SIAST met its goal of recruiting and providing support to 200 international students. An international admissions representative was recruited to assist in the increase of applicants with foreign documents.

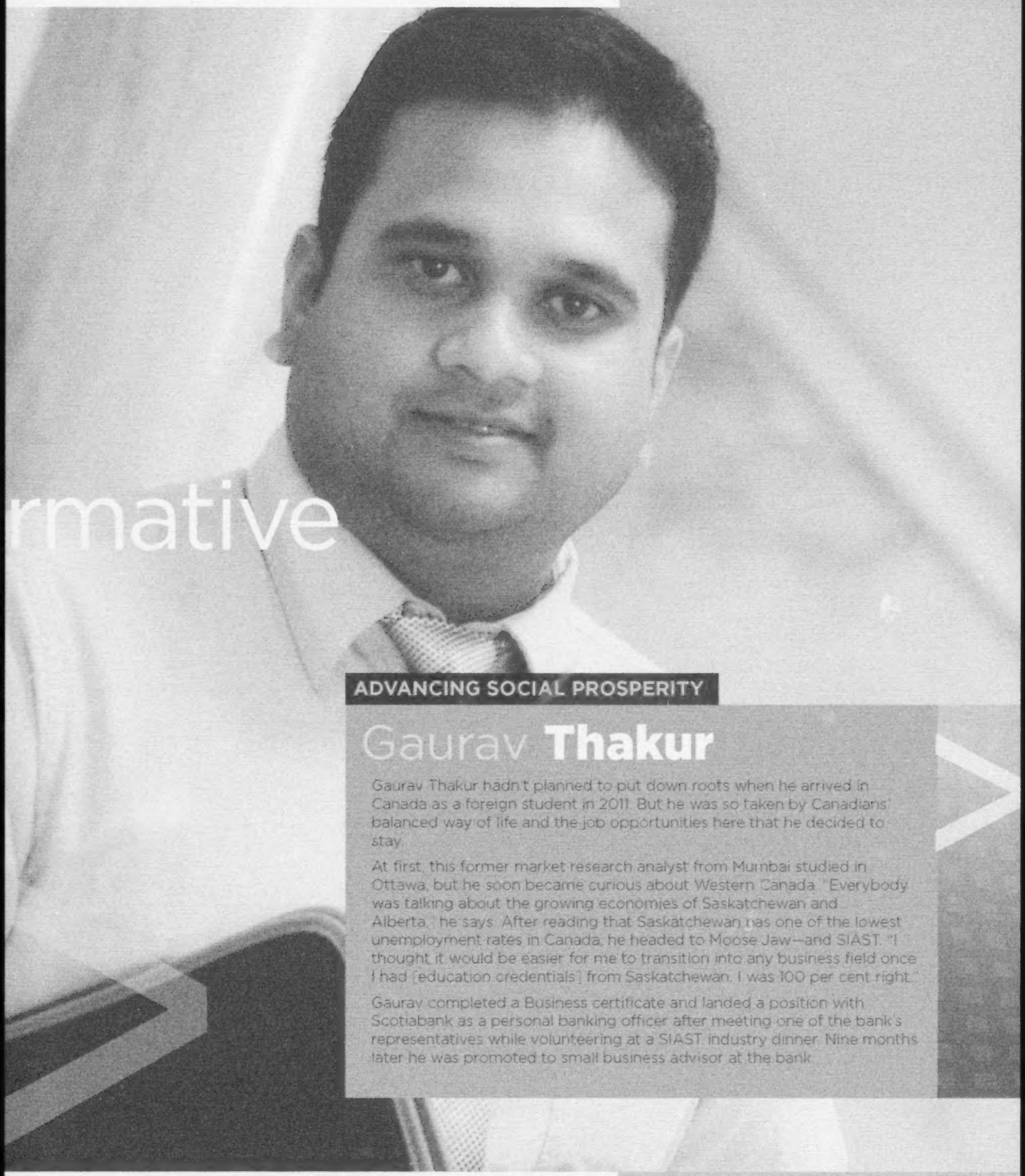
SIAST and Colleges and Institutes Canada (formerly the Association of Canadian Community Colleges) signed a $400,000 contract to support the development of the mining sector in Colombia and the priorities of the Servicio Nacional de Aprendizaje (SENA) college. The project will provide for both new and upgraded technical and vocational education and training programs as support for the improved socio-economic well-being of vulnerable youth, particularly young women.

Enhanced Language Instruction for Newcomers to Canada

The federal government renewed its contract with SIAST to provide language instruction for immigrants settling in Saskatchewan. The three-year, $12.7 million contract will be used to fund language instruction at SIAST Wascana Campus in Regina and SIAST Kelsey Campus in Saskatoon. SIAST's Language Instruction for Newcomers to Canada program (LINC) is offered to permanent residents and helps the increasing number of newcomers to the province secure employment, including careers in mining, retail, hospitality, health care, municipal and business fields.

SIAST trains welders in Ghana

Ghana employees from the Ahafo Project of Newmont Ghana Gold Limited were recognized by SIAST after completing 10 welding advanced courses.



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ADVANCING SOCIAL PROSPERITY

Gaurav **Thakur**

Gaurav Thakur hadn't planned to put down roots when he arrived in Canada as a foreign student in 2011. But he was so taken by Canadians' balanced way of life and the job opportunities here that he decided to stay.

At first, this former market research analyst from Mumbai studied in Ottawa, but he soon became curious about Western Canada. "Everybody was talking about the growing economies of Saskatchewan and Alberta," he says. After reading that Saskatchewan has one of the lowest unemployment rates in Canada, he headed to Moose Jaw—and SIAST. "I thought it would be easier for me to transition into any business field once I had [education credentials] from Saskatchewan. I was 100 per cent right."

Gaurav completed a Business certificate and landed a position with Scotiabank as a personal banking officer after meeting one of the bank's representatives while volunteering at a SIAST industry dinner. Nine months later he was promoted to small business advisor at the bank.

IP2.3

Foster a sense of social responsibility

SIAST programs continue to support community organizations and social initiatives. These are two examples of socially responsible activities that took place through the year:

Dental Day

Dental Hygiene and Dental Assisting students from SIAST Wascana Campus and Regina Food Bank volunteers hosted an annual Dental Day wherein volunteers from the dental community and SIAST's dental programs provide dental care to people who are unable to access treatment due to lack of income, transportation or child care, or because they do not have a regular dentist.

Business students fundraising gala

SIAST Palliser Campus Business Marketing diploma students hosted an Italian-themed evening at the Yvette Moore Gallery with all proceeds supporting growth of the local Montessori School.

INTERNAL PROCESSES

STRATEGIC THEME 3: LEVERAGING EDUCATIONAL INNOVATION

IP3.1

Enhance program quality

SIAST finalized a restructuring of its academic program divisions to a schools model – aligning it more closely with other polytechnics in Canada by grouping like-programs into schools. Students will have learning opportunities with evolving interdisciplinary and interprofessional fields of study, and industry will more clearly understand SIAST's programming. The new schools model will be implemented starting in the 2014-15 academic year.

IP3.2

Use creative solutions to enhance and expand the learning experience

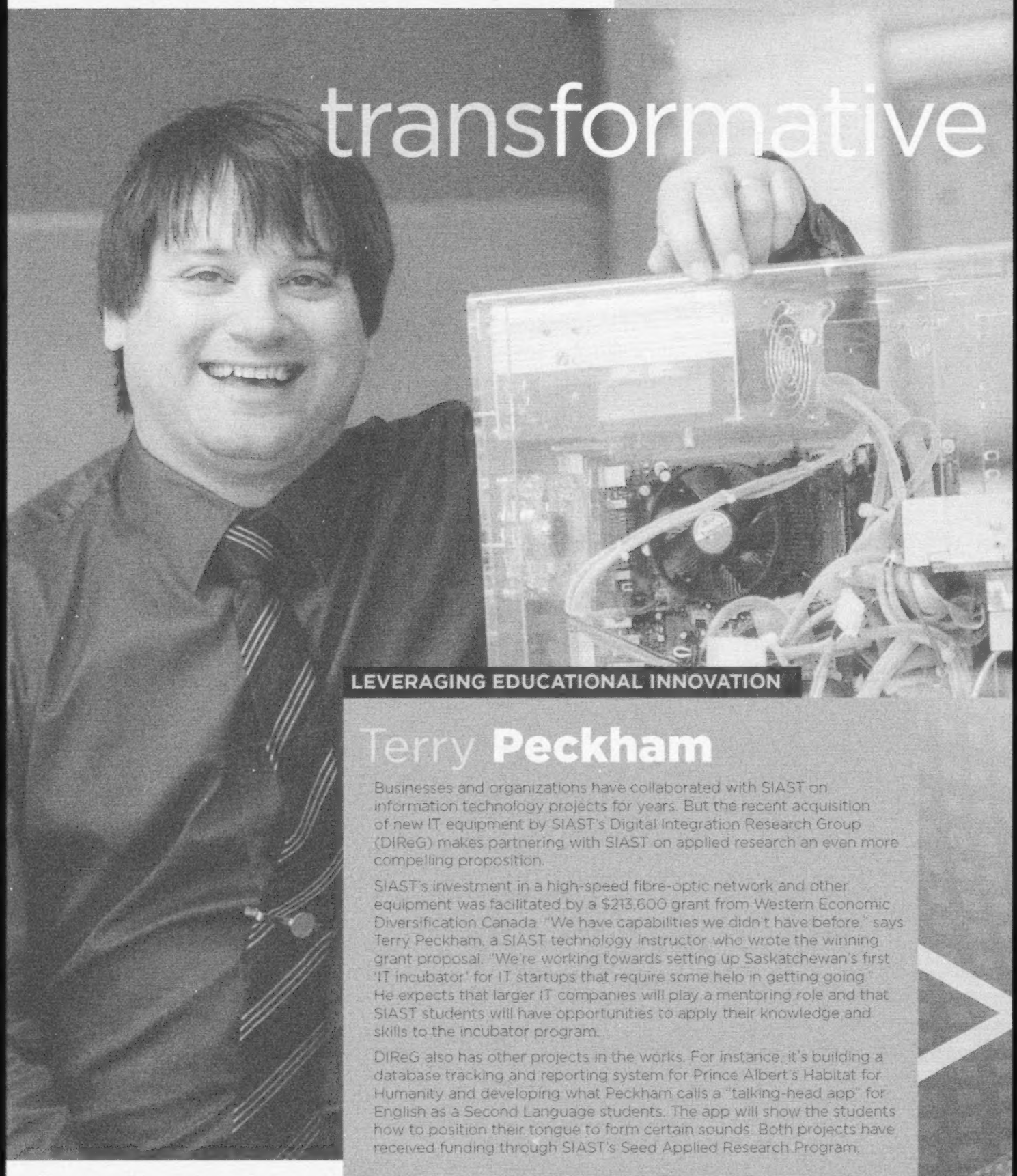
Learning platform modernization

SIAST launched a multi-year project to modernize its learning platforms in support of blended learning program delivery and collaborative communication across its distributed community. A key step in the evolution of the digital ecosystem at SIAST is the recent selection of Desire2Learn (D2L) Integrated Learning Platform (ILP) to replace an end-of-life system.

The modernized platform will increase accessibility to post-secondary education and support SIAST's mobile learning goals.

Each year, almost 2,200 SIAST students take courses online, in subject areas ranging from hydraulics to psychology.

transformative



LEVERAGING EDUCATIONAL INNOVATION

Terry **Peckham**

Businesses and organizations have collaborated with SIAST on information technology projects for years. But the recent acquisition of new IT equipment by SIAST's Digital Integration Research Group (DIReG) makes partnering with SIAST on applied research an even more compelling proposition.

SIAST's investment in a high-speed fibre-optic network and other equipment was facilitated by a $213,600 grant from Western Economic Diversification Canada. "We have capabilities we didn't have before," says Terry Peckham, a SIAST technology instructor who wrote the winning grant proposal. "We're working towards setting up Saskatchewan's first 'IT incubator' for IT startups that require some help in getting going." He expects that larger IT companies will play a mentoring role and that SIAST students will have opportunities to apply their knowledge and skills to the incubator program.

DIReG also has other projects in the works. For instance, it's building a database tracking and reporting system for Prince Albert's Habitat for Humanity and developing what Peckham calls a "talking-head app" for English as a Second Language students. The app will show the students how to position their tongue to form certain sounds. Both projects have received funding through SIAST's Seed Applied Research Program.

IP3.3
Grow applied research

Applied research

SIAST applied research made significant strides in 2013-14. SIAST secured $820,000 in external funding for applied research projects and infrastructure. More than 40 students were involved in externally funded applied research.

Projects include:

Eco-friendly remediation technology SIAST and University of Saskatchewan researchers, in partnership with Federated Co-operatives Limited, were awarded a federal Natural Sciences and Engineering Research Council (NSERC) grant of $750,000 over three years to advance eco-friendly remediation techniques and technology to make it easier to clean up contaminated soil at former gas station sites. Eighteen SIAST students are involved in the research project, which is being conducted at the Canadian Light Source Synchrotron, U of S laboratories, and former Co-op gas station sites.

Computer Systems Technology applied research laboratory SIAST received federal funding of $213,600 from Western Economic Diversification to expand its applied research infrastructure within the Computer Systems Technology program at SIAST Kelsey Campus in Saskatoon. With this support, the CST program is able to significantly expand its applied research capacity by creating artificial environments that simulate the client's workplace.

3D health-care technology Nursing students and faculty are collaborating on a research project that will determine how 3D muscle-movement-tracking technology can be refined and customized to enhance the teaching of clinical skills. The portable technology expands SIAST's use of high-tech health-care training that enhances learning environments, increases patient safety, and ultimately may reduce musculoskeletal injuries among health-care workers. NSERC provided a $25,000 grant for the project.

Better barley for beer SIAST received a $25,000 NSERC grant to research how technology can better identify premium barley kernels, which are essential to producing quality beer. The project, being conducted with Spectrum Agricultural Inc., a Manitoba-based research and development firm, could lead to an increase in the availability of higher value malting barley for both domestic use and export.

LEADING ORGANIZATIONAL EFFECTIVENESS

In the last five years the number of international students applying to SIAST has jumped by almost tenfold—to about 2,000 applications annually. It's an impressive increase, but it has also meant that the length of time it takes to process an international application had risen—to 90 days for some.

To reduce this time, several SIAST employees came together in February 2013 to determine how they could become more efficient at turning around international applications. The four-day event was one of a number of Lean initiatives in which SIAST employees have put administrative processes under the microscope.

"It's pretty rewarding to see how far we've come," says Lisa Newell, an international admissions representative who participated in the event. "The average turnaround time on an application that is complete is about five to 10 business days now."

This efficiency can be attributed to a number of changes, including better email communication with applicants, website and computer system enhancements, an additional staff member and relocating international admissions and international education employees into the same office.

PEOPLE, LEADERSHIP AND GROWTH

STRATEGIC THEME 4: LEADING ORGANIZATIONAL EFFECTIVENESS

P1
Optimize service excellence

Employee engagement

SIAST continues to survey employees annually on key engagement factors. Cross-functional corporate and divisional working groups were established to develop recommendations and action plans for identified priority areas.

CampusEAI Consortium

SIAST's Information Technology Services has joined a consortium of higher education institutions from across North America to access software applications supporting mobile and identity management functionality. The consortium provides easy and quick access to common applications that will be leveraged during the implementation of SIAST's new learning management system and future mobile services for students and employees.

P2
Become an employer of choice

Health and safety

SIAST continues to develop its health and safety program by modelling it against the CSA Z1000 standard. Intelex, a health and safety software solution, has been implemented to support the SIAST integrated health and safety management system. In addition, a manager, health, safety and security was added to each of SIAST's four campuses. Both initiatives will help ensure SIAST meets safety requirements.

Labour relations

SIAST continues its efforts to improve the relationship with both bargaining units that represent its unionized employees – the SIAST Faculty Association and the Professional Services Bargaining Unit of the Saskatchewan Government and General Employees Union. SIAST reached new collective agreements with both groups during the year.

Succession planning

SIAST has started implementing a multi-year succession planning framework focused on competency development.

Diversity leadership council

The newly formed diversity leadership council provides leadership for SIAST's diversity strategy, which includes the ongoing development, implementation, monitoring and evaluation of an expanded diversity program. This program is designed to focus on measures in support of Aboriginal employees.

P3
Improve vertical and horizontal communication

Information sessions

The president and CEO hosted several campus town hall events during the 2013-14 academic year. Each event gave employees the opportunity to learn about corporate initiatives and discuss matters of interest, including a newly refreshed strategic plan, operating and capital plan, budget and rebranding. Senior managers also held on-campus information sessions on various timely topics.

Unified communication

SIAST has begun to implement a unified communication system, which connects co-workers and partners through audio and video conferencing, shared desktops and instant messaging. The system is designed to streamline and enhance communication and collaboration by providing online meeting tools and upgrades to the overall communications system.

P4
Provide quality governance and leadership

To ensure SIAST continues to operate with leading governance practices, several members of the SIAST board of directors participated in the governor development and certification program offered by the Johnson-Shoyama Graduate School of Public Policy through the Ministry of Advanced Education.

As well, the SIAST board of directors has implemented a new paperless board portal software solution that provides board members with electronic access to board materials and other meeting resources. The software solution is designed to improve governance by simplifying communications and facilitating timely review of current and historical governance documents.

ENTERPRISE SUSTAINABILITY

S1
Maximize resource management

Enhancing SIAST's budgeting framework

In keeping with its efforts to enhance its budgeting framework, SIAST's Financial Planning, Payroll, Human Resources and Information Technology groups used Lean methodologies to improve overall position budgeting processes.

Lean promotion office

SIAST created a Lean promotion office to support the adoption of Lean practices across SIAST. The office focused on training employees and undertaking value stream mapping events to nurture a culture centred on customer service, effectiveness and employee engagement. A major emphasis was placed on SIAST's strategic enrolment management initiative, with students as the focus.

S2
Enhance and diversify funding sources

Revenue generation

New opportunities for revenue generation are being explored that will promote ongoing financial sustainability. SIAST acquired and is implementing a customer relations management (CRM) system to help better coordinate its revenue generating activities.

SIAST president's gala

The SIAST president's inaugural gala recognized the first recipients of the President's Partnership Awards: SaskPower, the Saskatchewan Mining Association and the leadership team at Magna Electric Corporation. Proceeds from the gala benefited SIAST's Aboriginal Student Achievement Plan.

Husky Energy supports Power Engineering Technology

SIAST received a $1.125 million donation, to be paid over three years, from Husky Energy to support the Power Engineering Technology program at SIAST Kelsey Campus. Two-thirds of the donation was designated for upgrades to the Power Engineering Technology lab and the remaining one-third to scholarships for students seeking to obtain their third-class power engineering certification.

SaskPower donates $1 million

SaskPower donated $1 million to support training and programming in areas that align with its future business needs. The focus will be on supporting the expansion of Power Engineering Technology and Electrical Engineering Technology programs, programs that provide a main source of electrical technologists and power engineers for SaskPower.

John and Helen Lockwood

During their lifetimes, John and Helen Lockwood were committed to supporting student success. That commitment was transformed into a legacy of support with a bequest of $1 million to SIAST. The bequest will support an endowment that will fund enhancements to training facilities at SIAST Wascana Campus in Regina.

Capital fundraising

SIAST received board of directors and ministerial approval to embark on a capital fundraising campaign. A campaign committee has been established to guide the development and implementation of the capital campaign, and donor database software was implemented to facilitate donor identification, tracking and reporting.

S3
Advance SIAST's reputation

Rebranding

SIAST initiated a rebranding project that will see the organization repositioned as a polytechnic under the name Saskatchewan Polytechnic. A steering committee worked with a national communications agency to develop a brand model and brand visual language. The new brand will launch following proclamation of *The Saskatchewan Polytechnic Act*.

The rebranding project will raise awareness about the depth and breadth of programming offered by Saskatchewan Polytechnic and will help develop the organization's reputation nationally.

Reputation survey

A survey commissioned by SIAST found high levels of agreement on such factors as program and service excellence, innovation, and ethics. More than 90 per cent of the people surveyed said they would welcome a SIAST initiative in their community and would recommend getting an education at SIAST.

KUDOS

Adult Learning Centre Book Club members at SIAST Wascana Campus collected over 600 new and gently used children's books for a new lending library for the Child Development Centre.

Eli Ahlquist, program head, Perioperative Nursing; **Shirley Kerr**, faculty, Saskatchewan Collaborative Bachelor of Science in Nursing, SIAST Kelsey Campus; **Marian Morrissey**, former program head, Nursing Education Program of Saskatchewan; **Sandi Pettit**, program head, Diabetes Education and Orientation to Nursing in Canada for Internationally Educated Nurses; and **Norma Wildeman**, former program head, Nursing Education Program of Saskatchewan, each received a University of Saskatchewan College of Nursing Alumni of Influence Award.

Carrie Allen, faculty, Saskatchewan Collaborative Bachelor of Science in Nursing program, SIAST Wascana Campus, was chosen as a member of the National Council Licensure Examination exam writing team.

Alf Allenspach, instructor in the Youth Care Worker program, received his Master of Arts in Integrated Studies, Educational Studies through Athabasca University.

Recognition of Prior Learning facilitator **Shirley Amichand** was recruited to participate as a member of the Project Advisory Committee for the Canadian Association for Prior Learning's Pan Canadian RPL Quality Assurance Project.

Nancy Anweiler, faculty, Practical Nursing program, SIAST Kelsey 4th Ave Centre, was appointed chair, Saskatoon Health Region Clinical Placement Committee.

Garry Ayotte and **Karen Wightman** delivered a presentation about the Block PLAR Pilot Project at the Canadian Association for Prior Learning Assessment conference.

The **Bachelor of Psychiatric Nursing** program team was selected as a finalist for the 2014 Saskatchewan Healthcare Excellence Awards in the category of supportive quality processes.

Kim Barks, Medical Laboratory Technology faculty, presented at the Saskatchewan Association of Combined Laboratory and X-ray Technology fall conference on Histogram and Cytogram Case Studies.

The SIAST **BioScience Applied Research Centre** employed one full-time BioScience graduate, provided part-time employment for nine students and full-time summer employment for three students. Half of the graduating class participated in an applied research project. The **BioScience Technology** program successfully negotiated an articulation agreement with the University of Saskatchewan Biology department. Graduates from our SIAST program will receive a full two years of transfer credit to pursue a four-year biology degree.

Paralympian **Arnold Boldt**, associate vice-president, Academic and Research, was inducted as an Officer into the Order of Canada at a special ceremony in Ottawa at Rideau Hall.

Jennifer Braaten of the health simulation labs and Dr. **Ursula Osteneck** of the Continuing Care Assistant program led a workshop for the Canadian Association of Practical Nurse Educators in Fredericton, New Brunswick.

Joni Brisbin, the program head of Civil, Water Resources and Environmental Engineering Technology, received a Prism Award from the Business Women of Moose Jaw.

Tammy Brown, Medical Radiologic Technology faculty, participated as a member of the Canadian Association of Medical Radiation Technologists Computed Tomography Imaging Certificate Committee.

Civil, Water Resources and **Environmental Engineering Technology** students and staff led the City of Moose Jaw Household and Hazardous Waste Collection Day.

Vickie Clarke, program head of Recreation and Tourism Management program, received a Master of Arts in Tourism Management from Royal Roads University.

Veryl Coghill, program head, Early Childhood Education, Woodland Campus, received a Saskatchewan Arts Board grant to support her professional development through Humber College as a writer of fiction. Veryl has already published a volume of poetry, and is now working on short fiction.

In March, the **Continuing Care Assistant** and **Practical Nursing** programs at SIAST Wascana Campus hosted the annual Spiritual Information and Patient Care panel for health program students and community organizations. More than 100 students, faculty and community guests attended.

The Canadian Information Processing Society renewed the accreditation of the **Computer Systems Technology** program.

With an average of 94.06, **Shannon Copeland**, a Practical Nursing student at SIAST Wascana Campus, was awarded the Governor General's Academic Collegiate Bronze Medal for the highest overall average upon graduation.

Volunteers from the **Culinary Arts** program at SIAST Kelsey Campus held a Breakfast-by-Donation to support the International Red Cross Philippine Disaster Relief Fund, raising $1,018.

Don Cyr, instructor in Professional Cooking at SIAST Woodland Campus, and his team, prepared more than 200 pounds of moose and elk meat for the Justin Knackstedt Memorial Game Banquet, which raised $11,000. An awards program was established in honour of Justin, a SIAST grad and conservation officer killed in the line of duty.

Veterinary Technology student **Candace Davis** completed an international practicum at a wildlife rescue in Guatemala.

One hundred per cent of the graduates from the **Dental Assisting** and **Dental Hygiene** programs passed the national certifying exams. This is well above the national average. The Dental programs hosted the third annual Free Dental Day in April at SIAST Wascana Campus. This initiative is a partnership with the Regina Food Bank and brings together dozens of dentists, denturists, therapists and other professional volunteers to offer free dental care and services to adults and children from Regina. The dental programs received a SIAST Outstanding Service Award.

Alixe Dick, second-year Saskatchewan Collaborative Bachelor of Science in Nursing student at SIAST Kelsey Campus, received the 2014 Ruth Hicks Student Leadership Award from the Saskatchewan Registered Nurses' Association, a SIAST Outstanding Citizenship Award and the Nursing Division Leadership Team Award.

Elsie Duff, faculty, Primary Care Nurse Practitioner program, received the Canadian Nurses Association Queen Elizabeth II Diamond Jubilee Medal in 2013.

With the help of students from the **electronics** programs at SIAST Wascana Campus, the Canadian Blood Services exceeded its unit goal during a one-day visit to the campus.

Three SIAST students, **Trevor Ens, Carson Gustafson** and **Roxanne Kanak**, brought home gold medals from the Skills Canada competition in Toronto.

Financial Services employees rolled up their sleeves and pitched in at a Habitat for Humanity build in Saskatoon this spring.

Terry Fleury, program head, Correctional Studies, was awarded the Saskatchewan Protective Services Medal by the Government of Saskatchewan for exemplary service.

Janice Fraess, administrative assistant, Medical Diagnostic programs serves as a member of the organizing committee for the International Mentorship conference, to be held in Saskatchewan and hosted by SIAST in 2015.

Rod Goertzen participated in the Prime Minister's 2014 Awards Evaluation Committee for selecting excellent teachers from across Canada.

Dr. **Lyle G. Grant**, coordinator, Institute for Nursing Scholarship, received the 2014 Saskatchewan Registered Nurses' Association Effie Feeny Award for Nursing Research. Lyle also was an external evaluator for the College of Registered Psychiatric Nurses of British Columbia. He also continues as a journal referee for *Qualitative Health Research, International Journal of Qualitative Methods*, and *Health Education*. Lyle also refereed abstract submissions for the Graduate Nursing Student Symposium, University of British Columbia, School of Nursing.

The Canadian Education and Research Institute for Counselling's online journal, contactpoint.ca, published Recognition of Prior Learning facilitator **Barb Gustafson**'s article, *Transfer Credit: The Rational Choice*. Barb has been sponsored to attend CERIC's annual conference as a graduate student award winner.

Agnieszka Hayes (SIAST Palliser Campus), **Becky Szeman** (SIAST Woodland Campus) and **Nina Thurlow** (SIAST Kelsey Campus), all librarians with SIAST Library Services, facilitated indigenous storytelling events at their respective campuses. This was a brand new initiative in partnership with SIAST's Aboriginal activity centres, Library Services for Saskatchewan Aboriginal Peoples Committee (LSSAP) and the City of Moose Jaw.

Shawn Hood, a student in Chemical Technology, worked on a research project at SaskPower Shand Power Station in Estevan as a part of his work placement project in January 2013. His research work, related to the removal of organics in boiler make-up water, has since been published in an article in Power Plant Chemistry magazine.

Nolan Horbach, program head, CPR/First Aid and Occupational Health and Safety Practitioner program, received the Canadian Registered Safety Professionals (CRSP) designation. **Nolan** and **Martine Legare**, faculty, Occupational Health and Safety Practitioner program, were invited to speak at the Lorman Occupational Health and Safety Seminar in Saskatoon.

Faculty in the **Hospitality and Food Services** programs at SIAST Kelsey Campus participated in a program called Soup Sisters/Broth Brothers. Soup Sisters is a non-profit social enterprise dedicated to providing comfort to women and children through the making, sharing and donating of soup. Broth Brothers supports homeless youth in transition from street culture into mainstream society.

Carole Houston, faculty, Perioperative Nursing program, received the 2014 Saskatchewan Registered Nurses' Association Helen Walker Award for Innovation in Nursing.

Erza James, second-year student in the Psychiatric Nursing program, participated in a national social media campaign to bring about awareness and involvement of health-care professionals in harm reduction. The campaign was led by the Canadian Nurses Association, Canadian Association of Nurses in HIV/AIDS Care and the Canadian Nursing Students' Association.

Signy Klebeck, faculty, Saskatchewan Collaborative Bachelor of Science in Nursing program, SIAST Kelsey Campus, was installed as the new president of the Saskatchewan Registered Nurses' Association.

Maureen Klenk, faculty, Primary Care Nurse Practitioner program, became the president of the Canadian Association of Advanced Practice Nurses.

Lori Knight, instructor in the Health Information Management Program, recently completed a project as the contributing editor for the textbook Medical Terminology, An Illustrated Guide, 2nd Canadian edition. She also continues to serve on the Saskatchewan Data Quality Committee.

Tricia Koob, project coordinator, Medical Diagnostic Programs, participated in a Canadian Medical Association accreditation workshop in Ottawa.

Basic Ed instructor and poet **Judith Krause** was named Saskatchewan's poet laureate.

Kathy Lee, a student in the Occupational Health and Safety Practitioner program, received one of only two national scholarships from the Canadian Centre for Occupational Health and Safety.

Lucy Lee, Medical Laboratory Technology faculty, volunteers as the medical laboratory technology clinical mentor at SWITCH (Student Wellness Initiative Towards Community Health) in Saskatoon.

Dean Lefebvre, Dental faculty, presented on his digital dental radiography research project at the College of Dental Surgeons Annual Conference.

Recognition of Prior Learning coordinator **Grant MacTavish** is a board member on the Pan Canadian Consortium on Transfer Credit. Grant, at the invitation of the British Columbia Prior Learning and Assessment Network, presented at a symposium focused on establishing competencies for PLAR practitioners in British Columbia. Grant has also been leading a dual credit initiative with school divisions from across Saskatchewan and in consultation with the Ministry of Education.

Two Early Childhood Education faculty, **Nicole Ferguson Marshall** and **Loranne Young**, have published papers in Portals of Promise: Transforming Beliefs and Practices through a Curriculum of Parents, edited by Deborah Pushor, University of Saskatchewan.

Dr. **Lynn Miller**, faculty with the Primary Care Nurse Practitioner program, was presented with the Halifax Ambassador Award for her efforts in hosting the Canadian Association of Advanced Practice Nurses conference in Halifax. She also received the National Council of State Boards of Nursing Institute of Regulatory Excellence Fellowship Award in October. Lynn received a four-year research fellowship through the National Council of State Boards of Nursing Institute of Regulatory Excellence program.

Laureen Millette, program head, Radiologic Imaging, was a member of a Canadian Medical Association survey team for a Medical Radiology Technology program in British Columbia.

Sue Myers, program head, Psychiatric Nursing and Bachelor of Psychiatric Nursing, received the Registered Psychiatric Nurses Association of Saskatchewan Award for Excellence in Administration. Sue was also an external evaluator for the College of Registered Psychiatric Nurses of British Columbia.

Heather Nelson, a Continuing Care Assistant instructor at SIAST Wascana Campus, won two bronze medals in karate at the Pan American Games in Argentina.

More than 17 SIAST **Nursing** faculty published articles in peer-reviewed journals or

chapters in textbooks. The diverse range of topics included use of technology in learning, tri-mentorship programming, leadership, workplace violence, interprofessional practice and meaningful e-learning. More than 37 papers and posters by SIAST Nursing faculty were presented at provincial, national and international conferences. The diverse range of topics included lateral violence, technology and social media in learning, patient safety, mentorship, preceptorship, spirituality, harm reduction, curriculum and nursing programs. Nursing Division research teams applied for and received peer-reviewed competitive funding on nine projects amounting to funding awards that exceeded $855,000.

Sandy Parsons, Veterinary Technology faculty, is a member of the Veterinary Technicians National Exam Committee, representing the Canadian Association of Animal Health Technicians and Technologists.

Lynda Kushnir Pekrul, dean, Science and Health, was named president of the Canadian Association of Allied Health Programs.

The **Perioperative Nursing** program Instru*Mentor*™ Mobile Application Team of Eli Ahlquist, program head; Carole Houston, faculty; and Dale Lipp, Learning Technologies, received the SIAST Innovation Award.

Marilyn Philipchuk, instructor in Human Services programs, completed a Master of Educational Administration through the University of Saskatchewan.

Professional Cooking faculty and students at SIAST Woodland Campus prepared Christmas dinner for clients of Acquired Brain Injury Services, and muffins and snacks for the Birch Hills School Breakfast for Learning program.

SIAST's **Recognition of Prior Learning** team, coordinator Grant MacTavish, Shirley Amichand and Barb Gustafson, presented at the Canadian Association for Prior Learning Assessment National Conference in Toronto on Exploring Competencies for Quality RPL Practice – Advising, Assessment and Administering/ Facilitating Systems: What's Key?

Bernice Ruf, faculty, and **Susan Thiessen**, program head, Veterinary Technology program, attended the Western Animal Health Technologist/Veterinary Technologist Educators meeting in Vancouver. Bernice presented on the topic "Wet Labs" at the 29th Annual Saskatchewan Association of Veterinary Technologists conference.

Leslie Rozon, Health Information Management instructor, is the Saskatchewan Health Information Management Association Educational Zone Representative.

Ida Sadowski, Health Information Management instructor, is the board chair of the Saskatchewan Epidemiology Association.

The **Saskatoon Early Childhood Education Demonstration Centre** will be included as an exemplary example of early childhood environments in the text *Designs for Living and Learning* by Deb Curtis and Margie Carter.

Aleatha Schoonover, Medical Laboratory Technology program head, participated in training for the Canadian Association Prior Learning Assessments conference.

Cindy Smith, associate dean of Nursing, received the 2014 Idahlynn Karre Exemplary Leadership Award, which was presented at The Chair Academy International Conference. She also received the 2014 Saskatchewan Registered Nurses' Association Elizabeth Van Valkenburg Award for Leadership in Nursing Education.

Sharon Staseson, faculty, Saskatchewan Collaborative Bachelor of Science in Nursing program, SIAST Wascana Campus, completed the Mental Health First Aid Canada Basic Instructor Training course.

Devon Stelwagen, a second-year student in the Practical Nursing program and president of the Wascana Students' Association, received a Nursing Division Leadership Team Award.

Brent Stewart, program head, Paramedic programs, SIAST Kelsey Campus, attended the Chair Academy Foundation Leadership Academy program. Brent was named to the national Canadian Medical Association Co-Joint Accreditation Committee for Health Profession Programs.

Rosalyn Summach and **Nicole Webb**, Saskatchewan Collaborative Bachelor of Science in Nursing students, spent five weeks in rural Kenya volunteering at a medical clinic.

Therapeutic Recreation diploma students volunteered for the Blood Disorder Clinic by providing programming for children with bleeding disorders while parents participated in a parent course.

Karen Ullyott, program head, Practical Nursing, received the SIAST Outstanding Service Award at SIAST Woodland Campus. Karen was appointed vice-chair of the Canadian Association of Practical Nurse Educators. She will become the chair next year. Karen was also appointed to the SRNA Legislation and Bylaws Committee.

Frankie Verville, faculty, Primary Care Nurse Practitioner program, was invited by the Canadian Nurses Association to write items for the CNA certification exams.

Second-year **Veterinary Technology** students raised money through various initiatives for the Saskatchewan SPCA.

Judy Wagner, faculty, Saskatchewan Collaborative Bachelor of Science in Nursing program, SIAST Wascana Campus, was invited by the Canadian Nurses Association to write exam questions for the Occupational Health and Safety Specialty Certification.

Lance Wall was awarded a $25,000 Natural Science and Engineering Research Council applied research grant with Great Western Brewing Company Limited to develop a genetic profile of brewing yeast.

Owen Wisner, Medical Radiologic Technology faculty, participated as a member of the Canadian Association of Medical Radiation Technologists National Certification Exam Validation Committee.

Chemical Technology students **Darnell Wojcichowsky** and **Jenna Paslawski**, received first- and third-place awards, respectively, at the Canadian Society for Chemical Technology's Western Canadian Students Symposium.

MANAGEMENT DISCUSSION & ANALYSIS

OPERATING ENVIRONMENT

The Government of Saskatchewan's *Plan for Growth, Vision 2020 and Beyond* sets forth an ambitious long-term strategic vision to secure ongoing prosperity for Saskatchewan residents. Recently repositioned as one of Canada's 11 polytechnics, SIAST supports the growth plan by expanding its program offerings, including baccalaureate programming, and continuing to increase its focus on applied research, Aboriginal recruitment and retention, programming for newcomers, and international activities, particularly international student recruitment. These renewed efforts both support economic growth in Saskatchewan and the sustainability of the organization.

Saskatchewan's economy is healthy, if not booming, compared to other areas of Canada and the world. Demand for the province's natural resources and agricultural products remains strong. As well, the construction sector, both residential and non-residential, projects strong demand for labour for the next 10 years. Oil and gas, mineral and manufacturing sectors all project positive economic futures, with increased demand for skilled labour.

As the population of the province continues to grow, so does the number of Saskatchewan's population acquiring post-secondary education. Headcount enrolments at SIAST have grown by 23% in the past five years with notable enrolment increases in apprenticeship, nursing and Basic Education, including Language Instruction for Newcomers to Canada. With one of its key priorities being the recruitment of international students, SIAST is expecting enrolments to rise even higher. Increasing enrolment, while positive, brings challenges. These challenges include a shortage of laboratory, classroom, office and student space at all campuses. SIAST is responding by optimizing the use of existing space, exploring options to expand its footprint, particularly in Saskatoon, generating new sources of revenue, and launching a multi-year capital fundraising campaign aimed at all campuses, but with an emphasis on SIAST's Kelsey Campus renewal project.

SIAST continues to maintain strong performance in both its graduate employment rate (94%) and employer satisfaction rate (98%). These indicators provide strong evidence that SIAST is on the right path in contributing to the reduction of the skills gap.

STRATEGY MANAGEMENT

SIAST's planning process involves three key components: a strategic plan, an annual operations forecast, and an annual operating and capital plan (OCP). SIAST uses the balanced scorecard approach as its planning and management system, linking strategy implementation with organizational goals and initiatives. The balanced scorecard framework encourages an organization to look at its business from four perspectives: client, internal processes, learning/growth and enterprise sustainability. Key to this approach is the SIAST strategy map and goals.

Midway through a 10-year strategic plan, SIAST undertook a complete review of the plan during 2013-14. Following extensive consultations, a renewed vision, mission and core values were established. As well, the organization's strategic themes and corporate goals, which are designed to build on its strategic differentiators, respond to client needs and help SIAST achieve its vision, were refreshed. In May 2014, the SIAST board of directors approved the refreshed and renewed Strategic Plan 2014-2020. The new plan not only aligns well with the Government of Saskatchewan's long-term strategic vision, but also will

help fulfil the demands of a growing economy. SIAST will now concentrate its efforts over the next six years on meeting its new vision of being globally recognized as the first-choice polytechnic in Canada by 2020.

SIAST's strategy map identifies 18 strategic goals in support of its vision, mission and strategic destination. This framework aligns strategy deployment with organizational goals, initiatives, metrics and enterprise risk. A performance measurement scorecard with corresponding annual targets and comparable benchmarks is used to ensure SIAST makes substantial progress towards achieving its goals. These annual performance targets and available results are clearly identified in SIAST's OCP, thereby creating a link between each strategic initiative and the measure it is intended to impact. The performance measurement scorecard was also refreshed to align with the new strategic plan. SIAST's board of directors reviews the scorecard results each November.

In 2013-14, SIAST created a Lean promotion office to support the adoption of Lean across SIAST. The office focused on training employees and undertaking value stream mapping events to continue creating a culture centred on customer service, effectiveness and employee engagement. A major emphasis was placed on SIAST's strategic enrolment management initiative with students as the focus. Implementation of SIAST's Lean promotion and project management office will continue through the refinement of a five-year implementation strategy designed to support the adoption of Lean and project management across the organization.

ENTERPRISE RISK MANAGEMENT

Enterprise risk management is an integral part of strategic planning. SIAST's strategic risk registry identifies risks most likely to impede its ability to achieve its strategic goals. Identifying, analyzing, evaluating, treating and monitoring risks on an ongoing basis supports and facilitates SIAST's strategic, operational and financial objectives.

The strategic risk registry was re-examined as part of the strategic plan refresh. It was necessary to reconsider the risks in light of the new plan to ensure that they were still relevant and to identify any additional risks. As a result of this work, six additional risks were identified, bringing the total number of risks to 37. Of these 37 risks, 18 are outside of SIAST's risk tolerance, and eight are considered to be high-priority risks that require further action.

The existing risks were also rescored against the 18 refreshed strategic goals. Of these risks, five saw their risk scores increase, and five saw their risk scores decrease.

SIAST's board of directors reviews the risk registry annually.

FINANCIAL PERFORMANCE (dollars in thousands)

In fiscal 2014, SIAST recorded an operating deficit of $716 as presented on the Statement of Operations. This operating deficit indicates that expenses during the year exceeded revenues.

SIAST originally budgeted an operating deficit of $1,318 for the year. As detailed in Note 18, the budget has been adjusted to reflect SIAST's adoption of Public Sector Accounting Standards (PSAS) in order to be consistent with the financial results presented in the 2014 financial statements. Under PSAS, capital grants are recorded in the year authorized as opposed to the previous method of deferral and amortization over the life of the assets acquired. The adjustment results in a larger budgeted operating deficit of $5,884. As indicated in the chart below, an equal and offsetting adjustment was made to the capital budget. On an overall basis, the adjustments to the operating and capital budgets offset one another, and the combined budgeted deficit remained at $2,305.

Restatement of 2014 budget under Public Sector Accounting Standards (PSAS)
(dollars in thousands)

	Operating Budget	Capital Budget	Combined Budget
Approved budget per OCP	$ (1,318)	$ (987)	$ (2,305)
Current capital contributions	1,552	(1,552)	-
Amortization of deferred capital contributions	(6,118)	6,118	-
Approved budget as restated under PSAS	**$ (5,884)**	**$ 3,579**	**$ (2,305)**

The positive operating variance of actual to restated budget was $5,168. This surplus was largely anticipated early in fiscal 2014 and was taken into consideration as the 2015 OCP was developed. The main factors contributing to this variance are as follows:

- The core Nursing Division contributed significantly to this variance, particularly in tuition fees.
- Also contributing to the positive variance was a credit from the Ministry of Central Services (MCS) related to SIAST's leased facilities. The credit was due to MCS's lower than expected utilities expense and lease costs for the buildings occupied by SIAST.
- Grant revenue exceeded budget due to the recognition of funding increases effective April 2014.
- Also included in grant revenue were Western Economic Diversification Canada (WD) grants that were targeted to purchase capital equipment in the current year. Although these grants contributed significantly to reducing the operating deficit, there is an equal and offsetting reduction to the capital surplus with no net change to unrestricted operating surplus.
- A significant contribution was also provided to SIAST from SaskPower, although the funds will not be spent on capital acquisitions until 2015. While this contribution reduced the operating deficit in 2014, the funds were restricted in their use and did not result in an increase in the unrestricted operating surplus.
- Offsetting these positive variances was an overall negative variance in continuing education, primarily in the Industrial Division.
- International education and international projects also experienced negative variances in the year.

SIAST originally budgeted a capital deficit of $987, which was restated to a surplus of $3,579 under PSAS, as detailed in the previous chart. The budgeted capital surplus is the net result of budgeted amortization of $10,838 less planned capital expenditures of $7,259. The actual capital surplus was $1,986, resulting in a negative variance of $1,593. This negative variance is primarily due to the additional capital purchases made possible by the successful application for WD funding. The capital surplus represents a reduction in the value of SIAST's tangible capital assets, as detailed in Note 13.

Since SIAST's annual operating results include the receipt and utilization of grants that are restricted in their use, the net contribution to the unrestricted operating surplus includes an adjustment for these restricted funds in addition to the capital surplus netted with the operating deficit. Overall the net increase to SIAST's unrestricted operating surplus was $561 during the year to $9,179. This represents a positive variance of $2,866 from the budgeted draw of $2,305. The unrestricted operating surplus balance is the cumulative result of annual operating and capital surpluses and deficits, adjusted for any portions that are externally restricted in their use. The unrestricted operating surplus represents funds where SIAST has discretion in determining their future use. Note 13 provides further detail on the unrestricted operating surplus calculation.

An overall deficit budget has again been approved for 2015, which will reduce the unrestricted operating surplus over the course of the upcoming year. The unrestricted operating surplus will also be drawn

down in 2015 by the utilization of the credit issued by MCS in 2014. SIAST was notified of this credit late in 2014, and plans to use the funds have been made for 2015, as reflected in the OCP. Additionally, there are amounts in the recently settled Collective Bargaining Agreement (CBA) that were not included in the OCP due to the timing of the settlement that will result in an additional draw on the unrestricted operating surplus. Further reductions will result from the carry forward of capital and operating amounts that were budgeted for 2014, but not expended prior to year end.

HIGHLIGHTS: ACTUAL 2014 COMPARED TO 2013 (dollars in thousands)

The operating deficit for 2014 was $716, compared to a surplus of $4,431 for 2013.

Although grant revenue and contractual services revenue are combined on the Statement of Operations, they are separated for analysis below and reported separately on the summary of financial results at the end of the Management Discussion and Analysis.

- Grant revenue increased by $1,019 or 0.6%. Although grant revenue increased due to provincial funding increases, as well as the federal WD grants, these increases were offset by a reduction in grants that were recognized as a result of the adoption of PSAS in 2013. Because 2013 was the first year of PSAS adoption, there was a significant amount of previously deferred targeted revenue that was realized in 2013 that was not experienced in 2014.

- Contractual services revenue increased by $3,193 or 11.3% primarily due to the growth in the Language Instruction for Newcomers to Canada (LINC) program in the Basic Education Division. Increased revenue from the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) was also realized due to a retroactive salary adjustment related to the recently settled CBA.

- Tuition and fees revenue increased by $3,175 or 11.8% largely due to increased core tuition in the Nursing Division. Testing fees, particularly International English Language Testing System (IELTS) fees within continuing education in the Basic Education Division also increased from 2013.

The Statement of Operations presents expenses by function, conveying financial resource allocation decisions. Note 16, as well as the summary of financial results included at the end of the Management Discussion and Analysis, contain additional information on the classification of expense by type.

- Salaries and benefits expense increased by $11,167 or 7.5%. The primary contributor to the increased salary expense is the recognition of the CBA settlements that are retroactive to July 1, 2012. The Basic Education Division also experienced increased salary expense due to increased LINC activity and growth of testing services provided.

- Facilities expense decreased by $1,182 or 3.7% due to the credit from MCS on the lease cost of SIAST's buildings.

- Services expense increased by $3,277 or 27.2% primarily due to an increase in consulting contracts. Notable contracts were related to executive searches, organizational design consultation, the learning management system project, SIAST rebranding and plans for the redevelopment of SIAST Kelsey Campus. A portion of the increased service expense is also related to and offset by increased contractual services revenue and testing fees.

- Financial assets increased by $6,793 or 23.5% mainly due to an increase in accounts receivable, primarily from WD and LINC.

- Total liabilities increased by $5,341 or 23.1% primarily related to an accrual for retroactive salaries payable to SIAST academic staff due to the recently settled CBA. This increase is offset by a decrease in accounts payable, primarily the result of fewer payroll remittances and capital invoices outstanding at the end of 2014. An increase in deferred revenue also increased liabilities, largely due to an increase in tuition on deposit as well as deferred donations.

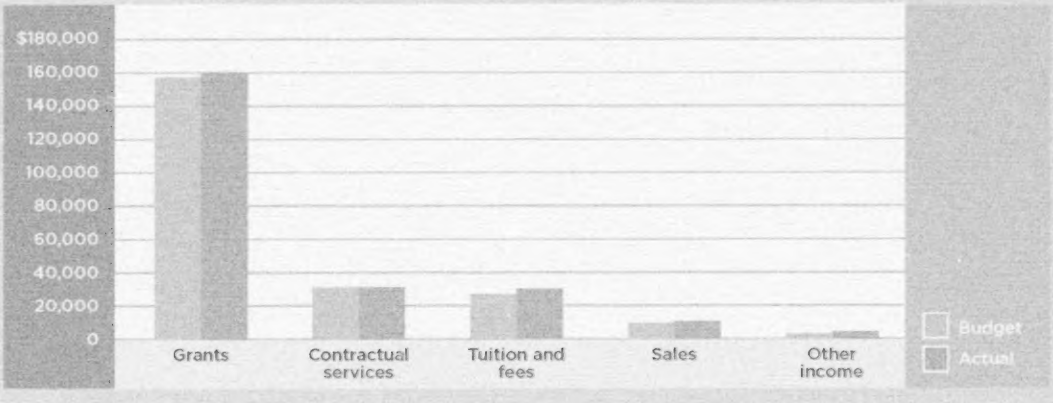
- Overall, the net financial asset position increased by $1,452 or 24.9%. The primary factor in the increase was the capital surplus, partially offset by the operating deficit.

HIGHLIGHTS: ACTUAL 2014 COMPARED TO PLAN 2014 (dollars in thousands)

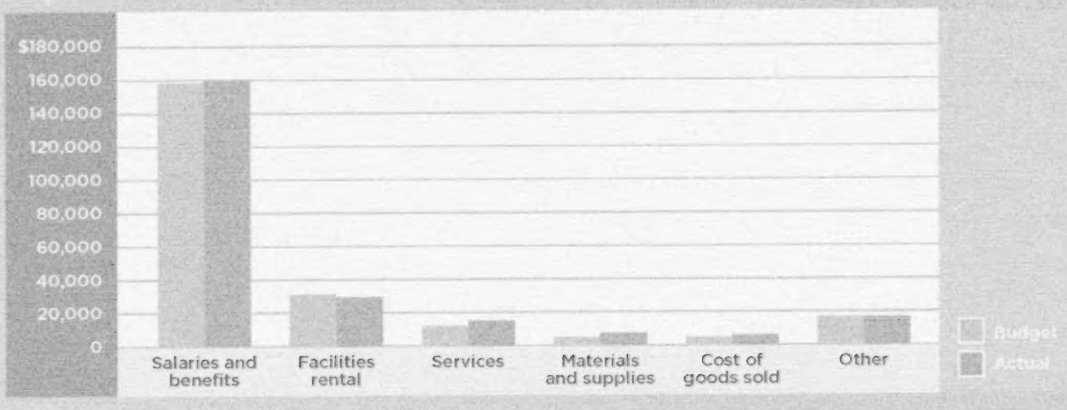
The deficit for 2014 was $716 compared to a planned operating deficit of $5,884, after restatement to PSAS. The main factors contributing to this positive variance were reviewed under Financial Performance above. A discussion of the main revenue and expense category variances follows:

- Grant revenues were in excess of budget by $2,733 or 1.7%. This is primarily the result of the federal WD funding that was used for capital equipment purchases. The majority of the remaining variance was due to provincial funding increases effective April 2014.
- Contractual services revenue was under budget by $405 or 1.3% due to lower than anticipated international project revenue as well as continuing education revenue being lower than planned. These negative variances were partially offset by additional revenue realized from the SATCC due to a retroactive salary adjustment related to the recently settled CBA. Also, contractual revenue exceeded budget in the Basic Education Division, primarily due to a significant increase in the LINC program activity.
- Tuition and fees exceeded the budget by $3,128 or 11.6% primarily due to core tuition being greater than projected in the Nursing Division. Testing fees, particularly IELTS fees, were also greater than planned.
- Sales were greater than budget by $1,012 or 10.8% due to increased bookstore and cafeteria sales.

2014 operating revenue: budget vs. actual



- Salaries and benefits expense exceeded budget by $1,193 or 0.7%. A significant contributor to this variance was the increased revenue generating activity within the Basic Education Division, which required additional staffing to fulfil. Also contributing to the negative variance was apprenticeship activity exceeding budget and the cost of the CBA exceeding the original budget. The negative variances are partially offset by salary savings due to less international project work than was expected.
- Facilities expense was less than budget by $1,502 or 4.7% due to the MCS credit on SIAST's leased facilities.
- Services expense was greater than budget by $2,455 or 19.1% primarily due to consulting contracts exceeding budget. Significant contracts included executive search fees and organizational design consulting. A portion of the excess service expense was related to, and offset by, increased contractual services revenue and testing fees.



2014 operating expenses: budget vs. actual

HIGHLIGHTS: PLAN 2015 (dollars in thousands)

For 2015, SIAST is budgeting an overall deficit of $2,949, consisting of an operating deficit of $5,500 and a $2,551 capital surplus. The 2015 budget incorporates the PSAS accounting requirements for capital grants that required adjustments to the 2014 operating and capital budgets mentioned above and in Note 18.

In order to allow for the funding of new strategic initiatives, all divisions were asked to prepare plans to reach targeted levels of net savings. The result was a reallocation of resources in 2015.

The most significant areas of anticipated change from the 2014 budget to 2015 are:

- Grant revenue is expected to increase by $2,844 or 1.8% primarily due to the operating grant increase, partially offset by a decrease in the accommodation grant due to a decrease in accommodation expense.
- Contractual services revenue is expected to increase by $1,954 or 6.1% largely due to a projected increase in apprenticeship activity as well as an increase to the LINC contract. These increases are offset by a projected decrease in international projects.
- Tuition and fees are anticipated to increase by $4,686 or 17.4% primarily due to increased tuition projected in the core Nursing Division as well as increases in continuing education activity for the Basic Education Division. The approved tuition fee increase of 3.8% also contributes to the projected increase.
- Salaries and benefits expense is expected to increase by $8,664 or 5.4% mainly due to the labour costs associated with new strategic initiatives planned for the year, net of the savings that were identified to partially offset these increases. Projected increases in continuing education activity in the Basic Education Division as well as increased apprenticeship activity also increased the salary projections. Although the recently settled CBA includes salary increases for 2015, this is offset by the removal of the amount included in the 2014 budget for retroactive CBA costs, resulting in a small net decrease in salary budgets related to the CBA.
- Facilities expense is expected to decrease by $1,229 or 3.9% due to a decrease in the amount paid to MCS, particularly for the SIAST Kelsey Campus facility.
- Service expense is planned to increase by $2,706 or 21.0% due to increases in consulting contracts, primarily related to the plans for redeveloping SIAST Kelsey Campus as well as the fundraising and branding campaigns. There are also numerous increases related to new strategic initiatives being planned for 2015. A portion of the additional service expense is also related to and offset by increased contractual services revenue and testing fees. The increases are partially offset by a planned decrease in international project activity.

Capital spending summary (dollars in thousands)

In 2014, SIAST acquired capital assets totaling $8,794, funded via operating funds designated for capital replacement, provincial capital funding and federal capital grants. This is compared to a budget of $7,259 for capital expenditures. Although the additional expenditures are primarily due to the WD grant funding that was not anticipated in the 2014 budget, there was also a significant amount of unspent capital budget from 2013 that had been approved for carry forward to 2014. These carry forwards were expected to result in capital expenditures exceeding budget for 2014. Offsetting these carry forward amounts, base capital budgets for 2014 were underspent. The majority of the unspent budgets have been requested for carry forward to 2015 and will reflect a decrease in the unrestricted operating surplus beyond that was projected in the OCP.

Amortization exceeded new capital acquisitions resulting in a reduction in the tangible capital assets balance of $2,223. The majority of the capital expenditures were made to replace equipment, technology and books. The most notable facility upgrade was to the Alberta Avenue location in Saskatoon, where upgrades were required to accommodate increased apprenticeship training.

Key financial results and data (dollars in thousands)

	2013 Actual	2014 Plan	2014 Actual	2015 Plan[1]
Operations				
Annual (deficit) surplus	$ 4,431	$ (5,884)	$ (716)	$ (5,500)
Grants	159,173	157,459	160,192	160,303
Contractual services	28,383	31,981	31,576	33,935
Tuition and fees	26,853	26,900	30,028	31,586
Sales	9,847	9,361	10,373	10,185
Salaries and benefits	149,279	159,253	160,446	167,917
Facilities	31,544	31,864	30,362	30,635
Materials and supplies	6,175	6,085	6,428	6,563
Cost of goods sold	6,097	5,456	6,303	5,667
Services	12,034	12,856	15,311	15,562
Amortization	10,843	10,838	10,906	10,905
Travel and professional development	3,249	4,040	3,677	3,936
Financial Position				
Unrestricted operating surplus[2]	$ 8,618	$ 6,313	$ 9,179	$ 4,355
Financial assets	28,962	24,891	35,755	26,541
Liabilities	23,125	21,270	28,466	23,973
Net financial assets	5,837	3,621	7,289	2,568
Tangible capital assets	78,688	74,975	76,465	75,686
Accumulated surplus	85,457	79,096	84,741	76,673

[1] Based on the 2015 OCP, adjusted for 2014 year-end results.

[2] The 2015 figures do not include an anticipated draw down of unrestricted operating surplus to fund additional costs related to the recently signed CBAs and carry forward requests of unspent capital budgets.

2013-2014

FINANCIAL STATEMENTS

01.07.2013 > 30.06.2014

MANAGEMENT REPORT

SEPTEMBER 26, 2014

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Financial statements are not precise because they include certain amounts based on estimates and judgments. Management has ensured that the financial statements are presented fairly in all material respects. The financial information presented elsewhere in the annual report is consistent with that in the financial statements.

Management has ensured that the organization is in compliance with the provisions of legislation and related authorities.

Management maintains a system of internal accounting and administrative controls to provide reasonable assurance that the financial information is relevant, reliable and accurate, and that assets are appropriately accounted for and adequately safeguarded.

The board of directors of SIAST is responsible for reviewing and approving the financial statements and, primarily through its audit committee, ensures management fulfils its responsibilities for financial reporting.

The audit committee is appointed by the board and is composed of directors who are not employees of SIAST. The audit committee meets periodically with management and with external auditors to discuss internal controls, auditing matters and financial and reporting issues to satisfy itself that each party is properly discharging its responsibilities. The audit committee reviews the financial statements and the external auditors' report and also considers, for approval by the board, the engagement or reappointment of the external auditors. The audit committee reports its findings to the board for its consideration when approving the financial statements for issuance.

The financial statements have been audited by Deloitte LLP and the Provincial Auditor of Saskatchewan in accordance with Canadian generally accepted auditing standards. Deloitte LLP and the Provincial Auditor of Saskatchewan have full and free access to the audit committee.

Dr. Larry Rosia
President & CEO

Deborah Meyers
CFO & Vice President, Administrative Services

Cheryl Schmitz
Associate Vice President, Financial Services

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF THE LEGISLATIVE ASSEMBLY AND THE BOARD OF DIRECTORS OF SASKATCHEWAN INSTITUTE OF APPLIED SCIENCE AND TECHNOLOGY

Deloitte.

PROVINCIAL AUDITOR
of Saskatchewan

We have audited the accompanying financial statements of Saskatchewan Institute of Applied Science and Technology, which comprise the statement of financial position as at June 30, 2014 and the statements of operations, changes in net financial assets (debt) and cash flows for the year ended June 30, 2014, and a summary of significant accounting policies and other explanatory information.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, these financial statements present fairly, in all material respects, the financial position of Saskatchewan Institute of Applied Science and Technology as at June 30, 2014 and the results of its operations, changes in its net financial assets (debt), and its cash flows for the year ended June 30, 2014 in accordance with Canadian public sector accounting standards.

Deloitte LLP
Chartered Accountants
Saskatoon, Saskatchewan
September 26, 2014

Judy Ferguson, FCA
Acting Provincial Auditor
Regina, Saskatchewan
September 26, 2014

STATEMENT OF FINANCIAL POSITION

AS AT JUNE 30, 2014
(in thousands of dollars)

	Note	2014	2013
Financial assets			
Cash and cash equivalents	3	$ 21,075	$ 18,270
Accounts receivable	4	9,284	6,293
Inventories for resale	5	2,758	2,407
Portfolio investments	6	2,638	1,992
		35,755	28,962
Liabilities			
Accounts payable and accrued liabilities		2,557	5,645
Salaries and benefits payable		13,438	7,126
Employee future benefits	7	3,165	3,256
Debt	9	1,411	1,515
Deferred revenue	10	7,895	5,450
Obligation under capital leases	11	-	133
		28,466	23,125
Net financial assets		**7,289**	**5,837**
Non-financial assets			
Tangible capital assets	12	76,465	78,688
Prepaid expenses		987	932
		77,452	79,620
Accumulated surplus	13	$ 84,741	$ 85,457
Contractual obligations and contingencies	14, 15		

Approved on behalf of the board:

Ralph Boychuk
Chair

Gary Benning
Audit Committee Chair

The accompanying notes are an integral part of these financial statements.

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED JUNE 30, 2014
(in thousands of dollars)

	Budget	2014	2013
	(Note 18)		
Revenue			
Grants and contractual services:			
Government of Saskatchewan	$ 177,659	$ 181,875	$ 180,211
Government of Canada	8,170	7,982	5,555
Other governments	174	663	600
Non-government	3,437	1,249	1,190
Tuition and fees	26,900	30,028	26,853
Sales	9,361	10,373	9,847
Donations	1,101	3,034	1,341
Investment income	314	378	289
Other income	454	535	576
	227,570	236,117	226,462
Expense			
Academic programs	138,573	140,662	128,407
Facilities	33,428	32,419	33,346
Administration	34,141	35,084	33,272
Student services	19,330	19,841	18,330
Ancillary	7,982	8,827	8,676
	233,454	236,833	222,031
Annual (deficit) surplus	**(5,884)**	**(716)**	**4,431**
Accumulated surplus, beginning of year	85,457	85,457	81,026
Accumulated surplus, end of year	**$ 79,573**	**$ 84,741**	**$ 85,457**

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS (DEBT)

FOR THE YEAR ENDED JUNE 30, 2014
(in thousands of dollars)

	Budget	2014	2013
	(Note 18)		
Net financial assets (debt) at beginning of year	$ 5,837	$ 5,837	$ (656)
Changes during the year:			
Annual (deficit) surplus	(5,884)	(716)	4,431
Acquisition of tangible capital assets	(7,125)	(8,238)	(8,373)
Tangible capital asset donations received	-	(557)	(65)
Proceeds on disposal of tangible capital assets	-	99	22
Loss on disposal of tangible capital assets	-	13	27
Amortization of tangible capital assets	10,838	10,906	10,843
Acquisition of prepaid expenses	-	(55)	(392)
	(2,171)	1,452	6,493
Net financial assets at end of year	**$ 3,666**	**$ 7,289**	**$ 5,837**

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2014
(in thousands of dollars)

	Note	2014	2013
Operating transactions			
Annual (deficit) surplus		$ (716)	$ 4,431
Items not affecting cash:			
Amortization of tangible capital assets		10,906	10,843
Tangible capital asset donations received		(557)	(65)
Loss on disposal of tangible capital assets		13	27
Unrealized gain on restricted assets		(295)	(125)
Decrease in employee future benefits liability	7	(91)	(272)
Net increase (decrease) in non-cash operating balances	17	2,272	(4,488)
		11,532	10,351
Capital transactions			
Acquisition of tangible capital assets		(8,238)	(8,373)
Proceeds on disposal of tangible capital assets		99	22
		(8,139)	(8,351)
Investing transactions			
Proceeds on disposition of portfolio investments		228	329
Acquisition of portfolio investments		(579)	(306)
		(351)	23
Financing transactions			
Proceeds from debt financing		-	1,515
Debt repayments		(104)	-
Repayment of obligation under capital leases		(133)	(202)
		(237)	1,313
Net increase in cash and cash equivalents		**2,805**	**3,336**
Cash and cash equivalents, beginning of year		18,270	14,934
Cash and cash equivalents, end of year		**$21,075**	**$18,270**

The accompanying notes are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 2014
(in thousands of dollars)

1. Authority and purpose

Saskatchewan Institute of Applied Science and Technology ("the Institute") was established as a public educational corporation by the Legislative Assembly of Saskatchewan under *The Institute Act* and is continued under *The Saskatchewan Institute of Applied Science and Technology Act*. The Institute is Saskatchewan's primary provider of post-secondary technical education and skills training and operates campuses in Moose Jaw, Prince Albert, Regina and Saskatoon.

Effective September 24, 2014, *The Saskatchewan Institute of Applied Science and Technology Act* was repealed and the Institute continues under the name Saskatchewan Polytechnic under *The Saskatchewan Polytechnic Act*.

The Institute is a registered charity and is exempt from the payment of income tax.

2. Summary of significant accounting policies

a. Basis of accounting

These financial statements are prepared by management in accordance with Canadian Public Sector Accounting Standards ("PSAS").

b. Revenue recognition

Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Government transfers (grants and contracts) are recognized as revenues when the transfer is authorized, any eligibility criteria are met and a reasonable estimate of the amount can be made except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Tuition and student fees and sales of inventory are reported as revenue at the time the services are provided or the products are delivered. Funds received in advance of the fees being earned or the service performed are deferred and recognized when the fee is earned or service performed.

Contributions from other sources are deferred when restrictions are placed on their use by the contributor and are recognized as revenue when used for the specified purpose.

Unrestricted contributions and pledges are recognized as revenue when received. Gifts-in-kind are recorded at the fair market value on the date of their donation if they meet the Institute's criteria for capitalization. Other in-kind donations of materials and services are not recognized in these financial statements.

Investment income includes interest recorded on an accrual basis, declared dividends and realized gains and losses on portfolio investments. Unrealized gains and losses on portfolio investments not funded from restricted contributions are recognized in the statement of remeasurement gains and losses until the related investments are sold.[1] Once realized, these gains or losses are recognized as revenue in the statement of operations. Investment income on externally restricted investment assets is deferred and recognized when the related stipulations are met.

c. Financial instruments

Financial instruments of the Institute consist of cash and cash equivalents, accounts receivable, portfolio investments, accounts payable and accrued liabilities, salaries and benefits payable and debt. All financial instruments are measured at cost or amortized cost except portfolio investments.

[1] During the periods presented, there were no unrestricted investment assets measured at fair value and therefore no unrealized gains or losses on unrestricted investment assets. Accordingly, no statement of remeasurement gains and losses has been presented.

2. Summary of significant accounting policies (continued)

c. Financial instruments (continued)

Portfolio investments include equities and equity mutual funds quoted in an active market, which are required to be measured at fair value. The Institute has elected to measure the bond component of the portfolio investments at fair value to correspond with how it is evaluated and managed.

Unrealized gains and losses from changes in the fair value of financial instruments are recognized in the statement of remeasurement gains and losses, except for those related to restricted assets, which are recorded as deferred revenue until used for the purpose stipulated by the contributor.[1] Upon settlement, the cumulative gain or loss is reclassified from the statement of remeasurement gains and losses and recognized in the statement of operations.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations. A write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense.

Sales and purchases of investments are recorded on the trade date. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. Transaction costs are expensed for financial instruments measured at fair value.

d. Cash and cash equivalents

Cash and cash equivalents include cash and highly liquid securities with original terms to maturity of three months or less when purchased.

e. Inventories for resale

Inventories consist of merchandise and supplies held for resale and are valued at the lower of cost and net realizable value. Cost for inventories is calculated using the weighted average cost method. Administrative and program supplies and library periodicals are not inventoried.

f. Employee future benefits

The employee future benefits liability represents the value of the accumulating non-vesting sick leave benefits provided to employees of the Institute. A liability and expense is recognized in the period employees render services to the Institute in return for the benefits. The value of the liability and expense of the sick leave benefits are actuarially determined using management's best estimate of salary escalation, accumulated sick days at retirement, long-term inflation rates and discount rates.

Actuarial valuations are performed periodically by an independent actuary. Amounts are extrapolated in fiscal years in which a full actuarial valuation has not been performed.

g. Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, installation, design, construction, improvement or betterment of the assets.

2. Summary of significant accounting policies (continued)

g. Tangible capital assets (continued)

Capital lease obligations are recorded at the present value of the minimum lease payments excluding executor costs. The discount rate used to determine the present value of the lease payments is the lower of the Institute's rate for incremental borrowing or the interest rate implicit in the lease.

The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight-line basis over their estimated useful lives as follows:

Buildings	40 years
Leasehold improvements:	
Properties owned by the Government of Saskatchewan	15 years
Other properties	Lease term
Furniture and equipment	5 to 10 years
Computers and software	3 to 5 years
Library	5 years

Donated capital assets are recorded at their fair market value upon receipt except in situations where fair value cannot be reasonably determined.

Works of art which have cultural, aesthetic or historical value are not included in tangible capital assets because a reasonable estimate of the future benefits associated with such property cannot be made. Information on works of art held by the Institute is disclosed in Note 12.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Institute's ability to provide goods and services, or when the value of the future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as an expense in the statement of operations.

h. Measurement uncertainty

The preparation of financial statements in accordance with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant areas requiring such estimates relate to the determination of useful lives of tangible capital assets for amortization, the assumptions underlying the calculation of employee future benefits and provisions for contingencies. Actual results may ultimately differ from these estimates.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available.

3. Cash and cash equivalents

	2014	2013
Cash	$ 20,905	$ 18,138
Cash equivalents	170	132
	$ 21,075	$ 18,270

NOTES TO THE FINANCIAL STATEMENTS | Continued

FOR THE YEAR ENDED JUNE 30, 2014
(in thousands of dollars)

4. Accounts receivable

	2014	2013
Corporate	$ 953	$ 1,074
Federal government	4,834	2,284
Provincial government and related entities	3,301	2,703
Student	174	131
Other	116	171
Less provision for doubtful accounts	(94)	(70)
	$ 9,284	$ 6,293

5. Inventories for resale

	2014	2013
Bookstores	$ 2,605	$ 2,275
Food services	62	49
Shop and service supplies	91	83
	$ 2,758	$ 2,407

The cost of inventory sold and recognized as an expense during 2014 was $6,303 (2013 - $6,097) and includes inventory write-downs of $63 (2013 - $45). There were no reversals of write-downs of inventory made in prior periods. As of June 30, 2014, there was no inventory pledged as security for liabilities.

6. Portfolio investments

Portfolio investments consist of bond and equity mutual funds, individual bonds and individual equities. The portfolio is entirely funded from long-term gifts with the related investment income externally restricted for the provision of student scholarships.

	2014	2013
Mutual funds	$ 1,889	$ 1,341
Equities	559	465
Bonds	190	186
	$ 2,638	$ 1,992

The portfolio investments had a return of 15.04% in 2014 (2013 - 8.18%).

At June 30, 2014, the individual bond portfolio had a weighted average effective yield of 1.41% (2013 - 1.59%) with maturity dates ranging from less than two years to five years (2013 - less than one year to five years).

The Institute's portfolio investments are classified as Level 1 financial instruments for which the fair value is determined based on quoted prices in active markets for identical assets.

7. Employee future benefits

Benefits available to employees of the Institute include accumulating non-vesting sick leave. Employees are credited up to 15 days per year for use as paid absences due to illness or injury. Employees are allowed to accumulate unused sick day credits each year and accumulated credits may be used in future years to the extent that the employee's illness or injury exceeds the current year's allocation of credits. For accounting purposes,

7. Employee future benefits (continued)

the Institute measures the accrued benefit obligations and calculates the annual expense for the fiscal period through actuarial valuations.

Information about the obligation for employee future benefits is as follows:

	2014	2013
Actuarial valuation date	June 30, 2012	June 30, 2012
Significant long-term assumptions used:		
Salary escalation (excluding step increases)	2.00%	2.00%
Discount rate	3.10%	3.35%
Estimated average remaining service life	8 years	8 years
Liability for employee future benefits:		
Accrued benefit obligation, beginning of year	$ 3,334	$ 3,746
Current period benefit cost	253	260
Interest cost	112	103
Benefit payments	(470)	(662)
Actuarial loss (gain)	49	(113)
Accrued benefit obligation, end of year	3,278	3,334
Unamortized net actuarial loss	(113)	(78)
Liability for employee future benefits	$ 3,165	$ 3,256
Employee future benefits expense:		
Current service cost	$ 253	$ 260
Interest cost on benefits	112	103
Amortization of net actuarial loss	13	27
Total employee future benefits expense	$ 378	$ 390

8. Pension plans

Institute employees participate in various multi-employer defined benefit and defined contribution pension plans. The majority of these are administered by the Ministry of Finance. Employer contributions of $7,899 (2013 - $7,844) were expensed during the year. Employer obligations associated with the defined benefits plans, with the exception of the Municipal Employee Pension Plan (MEPP), are the responsibility of the General Revenue Fund of the Government of Saskatchewan. MEPP is a multi-employer defined benefit plan, covering approximately 14,500 active members, of which seven are employees of the Institute.

9. Debt

	2014	2013
RBC revolving bankers' acceptance loan	$ 1,411	$ -
RBC revolving line of credit	-	1,515
	$ 1,411	$ 1,515

During the year, the Royal Bank of Canada ("RBC") revolving line of credit balance was converted to a credit facility utilizing revolving bankers' acceptance ("BA") loans. The loans mature and are reissued for periods from one to three months at progressively smaller amounts based on a 15-year amortization period. The interest rate

9. Debt (continued)

on the BA at June 30, 2014 was 1.55% (annualized) and included a 0.30% stamping fee. Interest expense on the BAs for the year was $23 (2013 – nil).

The Institute has access to a revolving line of credit with RBC up to a limit of $10,000. Interest is charged on these borrowings at the RBC prime rate less 0.45%. Interest expense for the year on line of credit debt was $3 (2013 – $10).

Annual principal repayments over the next five years and thereafter on the BA are as follows:

2015	$ 104
2016	104
2017	104
2018	104
2019	104
Thereafter	891
	$ 1,411

10. Deferred revenue

	Opening balance 2013	Receipts during year	Recognized as revenue	Ending balance 2014
Grants and contractual services:				
Government of Saskatchewan	$ 134	$181,793	$(181,875)	$ 52
Government of Canada	179	7,803	(7,982)	-
Other governments	8	700	(663)	45
Non-government	57	1,192	(1,249)	-
Tuition and fees	1,674	31,080	(30,028)	2,726
Donations	3,398	4,708	(3,034)	5,072
	$ 5,450	$227,276	$(224,831)	$ 7,895

Deferred revenue balances relate to the following:

Deferred grants and contractual services revenue provided by governments consists of unspent amounts where the funding has stipulations that create liabilities for the Institute. Non-government grants and contractual services revenue is deferred to the extent that the agreed upon service remains to be completed.

Deferred tuition and fees represent amounts received for academic services to be provided in future periods.

The deferred donations revenue balance represents unspent contributions subject to external restrictions and the related unspent restricted investment income.

11. Obligation under capital leases

	2014	2013
Balance, beginning of year	$ 133	$ 335
Lease payments	(133)	(202)
Balance, end of year	$ -	$ 133

11. Obligation under capital leases (continued)

Interest rates on the leases ranged from 5.31% to 11.74% (2013 - 5.31% to 11.74%). Interest expensed during the year amounted to $3 (2013 - $15).

12. Tangible capital assets

	Land	Buildings	Leasehold improvements	Furniture & equipment	Computers & software	Library	2014 Total
Cost:							
Opening balance	$ 6,212	$ 9,549	$ 62,967	$ 63,560	$ 16,431	$ 5,097	$ 163,816
Additions	-	-	1,838	4,414	2,168	374	8,794
Disposals	-	-	(41)	(1,347)	(968)	-	(2,356)
Closing balance	6,212	9,549	64,764	66,627	17,631	5,471	170,254
Accumulated amortization:							
Opening balance	-	749	24,728	43,339	12,245	4,067	85,128
Amortization	-	341	3,842	4,276	2,046	401	10,906
Disposals	-	-	(32)	(1,249)	(964)	-	(2,245)
Closing balance	-	1,090	28,538	46,366	13,327	4,468	93,789
Net book value	$ 6,212	$ 8,459	$ 36,226	$ 20,261	$ 4,304	$ 1,003	$ 76,465

	Land	Buildings	Leasehold improvements	Furniture & equipment	Computers & software	Library	2013 Total
Cost:							
Opening balance	$ 6,212	$ 8,311	$ 61,511	$ 61,094	$ 16,490	$ 4,703	$ 158,321
Additions	-	1,238	1,456	3,486	1,864	394	8,438
Disposals	-	-	-	(1,020)	(1,923)	-	(2,943)
Closing balance	6,212	9,549	62,967	63,560	16,431	5,097	163,816
Accumulated amortization:							
Opening balance	-	472	20,953	40,137	11,959	3,658	77,179
Amortization	-	277	3,775	4,182	2,200	409	10,843
Disposals	-	-	-	(980)	(1,914)	-	(2,894)
Closing balance	-	749	24,728	43,339	12,245	4,067	85,128
Net book value	$ 6,212	$ 8,800	$ 38,239	$ 20,221	$ 4,186	$ 1,030	$ 78,688

At June 30, 2014, the tangible capital asset balance included leasehold improvements under construction of $93 (2013 - $422). At June 30, 2014, there were no tangible capital assets under capital leases (2013 - cost of $585 and accumulated amortization of $262).

Donated tangible capital assets have been recognized at fair market value at the date of their receipt. The value of donated tangible capital assets received during the year was $557 (2013 - $65).

The Institute owns works of art including paintings and prints displayed at various locations. These collections are not recorded as tangible capital assets.

There were no write-downs of tangible capital assets in the years presented.

NOTES TO THE FINANCIAL STATEMENTS | Continued

FOR THE YEAR ENDED JUNE 30, 2014
(in thousands of dollars)

13. Accumulated surplus

a. Composition of accumulated surplus

	2014	2013
Investment in tangible capital assets	$ 75,054	$ 77,040
Woodland Campus student housing reserve	529	439
Unfunded employee future benefits	(3,165)	(3,256)
Restricted government transfers	3,144	2,616
Unrestricted operating surplus	9,179	8,618
Accumulated surplus	$ 84,741	$ 85,457

b. Investment in tangible capital assets

	2014	2013
Tangible capital assets	$ 76,465	$ 78,688
Obligation under capital leases	-	(133)
Debt	(1,411)	(1,515)
Investment in tangible capital assets	$ 75,054	$ 77,040

c. Change in unrestricted operating surplus

	2014	2013
Unrestricted operating surplus, beginning of year	$ 8,618	$ 3,437
Annual (deficit) surplus	(716)	4,431
Decrease in investment in tangible capital assets	1,986	3,767
Increase in Woodland Campus student housing reserve	(90)	(129)
Decrease in employee future benefits liability	(91)	(272)
Increase in restricted government transfers	(528)	(2,616)
Unrestricted operating surplus, end of year	$ 9,179	$ 8,618

14. Contractual obligations

The Institute has entered into multiple-year contracts for leases of facilities and equipment, the delivery of services and the construction of assets. These contractual obligations will become liabilities in the future when the terms of the contracts are met. Disclosure relates to the unperformed portion of the contracts.

The majority of the facilities are leased on a continuing basis from the Ministry of Central Services. The equipment leases and service contracts are with various private companies. The future minimum annual payments over the next five years are as follows:

	Facilities	Equipment & services	Total
2015	$ 30,465	$ 1,874	$ 32,339
2016	30,465	464	30,929
2017	30,465	53	30,518
2018	30,465	-	30,465
2019	30,465	-	30,465

14. Contractual obligations (continued)

The estimated cost to complete major capital projects in progress at June 30, 2014 is approximately $1,324 (2013 - $640).

15. Contingent liabilities

The nature of the Institute's activities is such that there may be litigation pending at any time. A liability is recorded, on a case-by-case basis, if the expected loss is both probable and can be reasonably estimated. As at June 30, 2014, no amount has been accrued (2013 - $87) for outstanding legal claims that management has determined meet the criteria for recording a liability under PSAS.

As at June 30, 2014, a potential liability exists relating to a lawsuit filed on behalf of certain non-permanent employees claiming damages related to their non-participation in the Public Employees Pension Plan. It is the opinion of management that retroactive pension contributions on behalf of some current and former employees will be necessary; however, the amount cannot be reasonably estimated. The expense related to this claim will be reflected in the statement of operations in the period in which the cost becomes reasonably determinable. It is also the intention of senior management to request additional support from the Ministry of Advanced Education to fund the cost of a settlement when the amount becomes reasonably determinable.

16. Expense by object

	Budget 2014	2014	2013
Salaries and benefits (Notes 7 and 8)	$159,253	$160,446	$149,279
Facilities	31,864	30,362	31,544
Services	12,856	15,311	12,034
Materials and supplies	6,085	6,428	6,175
Cost of goods sold	5,456	6,303	6,097
Amortization	10,838	10,906	10,843
Travel and professional development	4,040	3,677	3,249
Equipment rental and repairs	1,352	1,333	1,298
Scholarships and awards	1,710	2,054	1,485
Loss on disposal of capital assets	-	13	27
	$233,454	$236,833	$222,031

17. Net change in non-cash operating balances

	2014	2013
Accounts receivable	$ (2,991)	$ 519
Inventories for resale	(351)	575
Accounts payable and accrued liabilities	(3,088)	2,533
Salaries and benefits payable	6,312	(4,651)
Deferred revenue	2,445	(3,072)
Prepaid expenses	(55)	(392)
	$ 2,272	$ (4,488)

18. Budgeted figures

Budgeted figures have been provided for comparison purposes and, except for an adjustment for the adoption of PSAS, reflect the Operating and Capital Plan 2013-14 approved by the Board of Directors on May 23, 2013.

Under PSAS, government transfers without stipulations that create a liability are required to be recognized as revenue when authorized. Amortization of capital contributions received in prior years, and originally budgeted for as revenue under the Institute's former accounting standards, has been removed from the operating budget while current year transfers for capital have been added to revenue in the operating budget.

	Board approved budget	Adjustment	Adjusted budget
Operating budget			
Revenue	$232,136	$ (4,566)	$227,570
Expense	233,454	-	233,454
Annual operating deficit	$ (1,318)	$ (4,566)	$ (5,884)
Capital budget			
Capital grant funding	$ 1,552	$ (1,552)	$ -
Net amortization included in operating budget	4,720	6,118	10,838
Capital expenditures	(7,259)	-	(7,259)
Annual capital budget (deficit) surplus	$ (987)	$ 4,566	$ 3,579
Budgeted change in unrestricted operating surplus	$ (2,305)	$ -	$ (2,305)

19. Financial instrument risk

The Institute's financial instruments include cash and cash equivalents, accounts receivable, portfolio investments, accounts payable and accrued liabilities, salaries and benefits payable and debt. Management has determined that the Institute has exposure to the following risks from its use of financial instruments.

a. Credit risk

The Institute is exposed to the risk resulting from the possibility that parties may default on their financial obligations. The Institute's credit risk is largely attributable to corporate and student receivables. This risk is mitigated by proactive credit and collections management.

Credit risk related to other financial instruments is not significant. Other receivables are primarily due from governments and bonds held at June 30, 2014, are guaranteed by a federal or provincial government. The cash balance represents deposits with Canadian chartered banks.

b. Market risk

There is a risk that fluctuations in market prices will affect the value of holdings in the Institute's portfolio investments. This risk is mitigated by having professional investment managers build and maintain a well-diversified portfolio of securities that complies with the Institute's investment policy.

19. Financial instrument risk (continued)

c. Interest rate risk

The Institute is exposed to interest rate price risk on the fixed income component of its investment portfolio and interest rate cash flow risk on the income earned on its cash and cash equivalents balance. Interest rate cash flow risk also exists on the debt carried by the Institute. The impact of changes in interest rates is mitigated by the relatively small percentage of financial assets with fixed interest rates and the contribution of investment income to the institute's overall revenue. The exposure to interest rate risk related to debt is mitigated by its relatively small size and its small size as compared to the cash and cash equivalents balance.

d. Liquidity risk

Liquidity risk is the risk that the Institute will not be able to meet a demand for cash or fund its obligations as they come due. The Institute manages its liquidity risk by holding assets that can be readily converted into cash and preparing annual operating and capital budgets that are monitored and updated as necessary. A revolving line of credit (note 9) is also available to provide additional funds to meet short-term current and forecasted financial requirements.

20. Related parties

These financial statements include transactions with related parties. The Institute is related to all Saskatchewan Crown corporations, ministries, boards, and commissions under the common control of the Government of Saskatchewan. The Institute is also related to non-Crown enterprises subject to joint control and significant influence by the Government of Saskatchewan.

During the year, grant and contractual services revenue of $181,875 (2013 - $180,211) was recognized from related parties, the majority of which was provided by the Ministry of Advanced Education.

Routine operating transactions with related parties are settled at exchange amounts which approximate prevailing market prices under normal trade terms. Transactions during the year, and amounts outstanding at year end, are as follows:

	2014	2013
Accounts receivable	$ 3,429	$ 2,703
Accounts payable and accrued liabilities	666	1,299
Tangible capital asset additions	2,564	1,330
Non-grant and contractual services revenue	9,983	4,997
Operating expenses	36,237	37,493

In addition, the Institute pays provincial sales tax on all its taxable purchases.

APPENDIX A

ADMINISTRATION

Senior Management Council

President & CEO,
Dr. Larry Rosia
Provost & Vice President, Academic,
Dr. Anne Neufeld
CFO & Vice President, Administrative Services,
Deborah Meyers
Vice President, Strategy & Advancement,
Dr. Anne Neufeld (interim)

Associate Vice-Presidents

Academic and Research,
Arnold Boldt
Business Development and Advancement,
David Harvey
Communications and Marketing,
Patricia Gillies
Facilities Management,
Mark Fachada
Financial Services,
Cheryl Schmitz
Human Resources,
Terence Carswell
Information Technology Services,
Garth McCormick
Strategy,
Patsy Gilchrist (interim)
Student Services,
Susan McIntyre

Deans and Associate Deans

School of Academic and Career Education,
Della Anaquod, dean
School of Animal and Biosciences,
Lynda Kushnir Pekrul, dean
School of Business,
Dan MacKay, dean
School of Construction
Dennis Johnson, dean;
John Erickson, associate dean
School of Health Sciences,
Lynda Kushnir Pekrul, dean
School of Hospitality and Tourism,
Nancy Dill, dean
School of Human Services and Community Safety,
Nancy Dill, dean
School of Information and Communications Technology,
Dan MacKay, dean
School of Nursing,
Dr. Netha Dyck, dean;
Cindy Smith, associate dean
School of Mining, Energy and Manufacturing,
Jamie Hilts, dean;
Brenda Suru, associate dean
School of Natural Resources and Built Environment,
Jamie Hilts, dean;
Brenda Suru, associate dean
School of Transportation,
Dennis Johnson, dean;
John Erickson, associate dean

Directors

Aboriginal Strategy,
Jason Seright
Applied Research,
Cristina Holguin-Pando
Centre for Minerals Innovation,
Cristal Glass-Painchaud
Controller,
Patrick Heal (acting)
Donor and Alumni Relations,
Pam McLellan
Employee Relations,
Don Soanes
Enterprise Risk Management,
Ron Colin
Financial Planning,
Sean Engemoen
Health, Safety & Security,
Ed Lloyd
HR Advisory Services,
Deirdre Marshall (acting)
HR Strategy Development,
Terry Foulds
Instructional & Leadership Development Ctr.,
Rod Goertzen
International Projects,
Angela Wojcichowsky
ITS Architecture, Applications & Data Services,
Raymond Saunders
ITS Client & Infrastructure Services,
Lawrence Boehm
Learning Technologies,
Darren Myles
Lean Project Consultant,
Heather West
Library Services,
Rian Misfeldt (acting)
Registrar,
Kathy Larsen
Strategic Enrolment Management, vacant
Student Development,
Brian Henderson

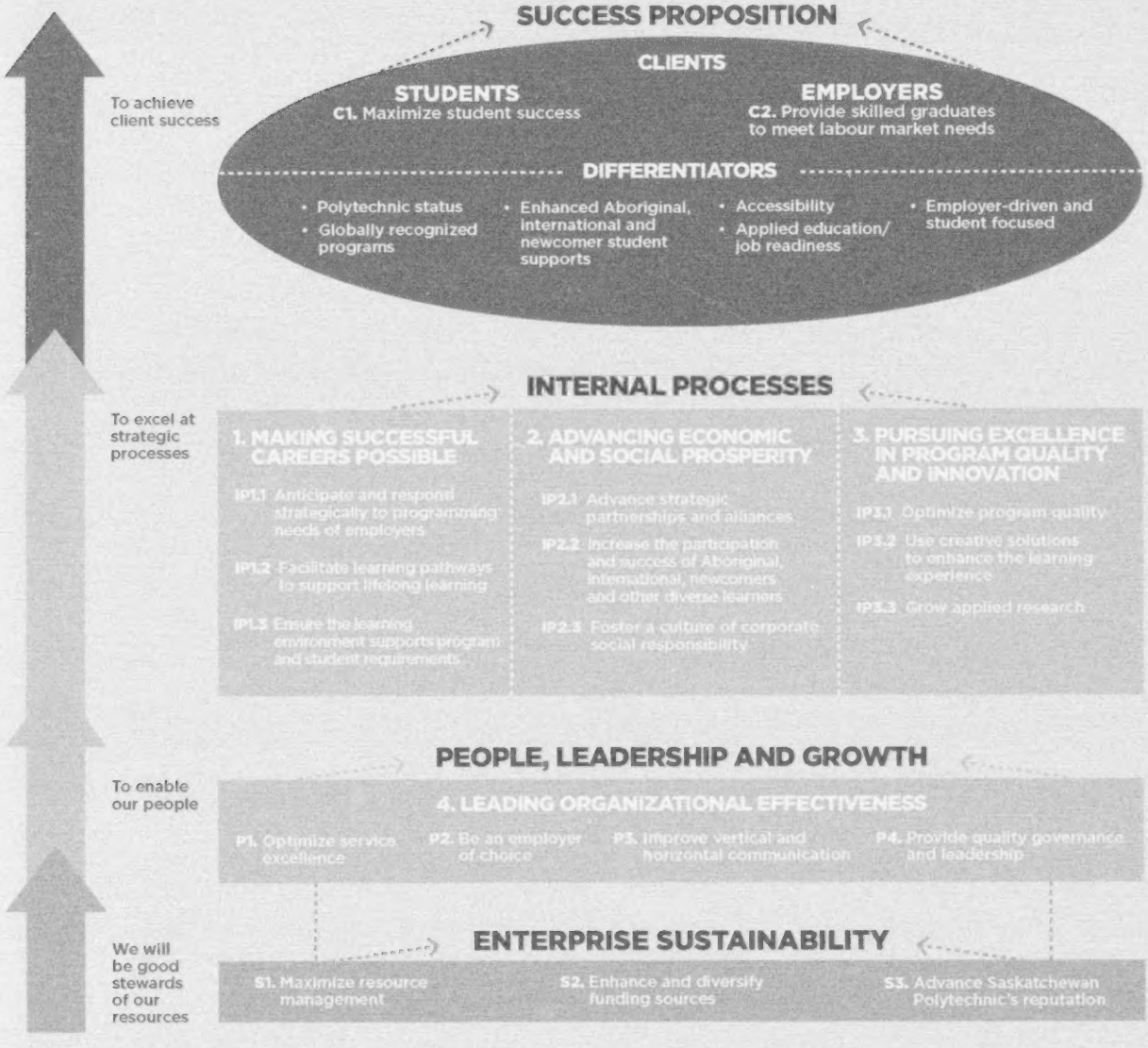
APPENDIX B

STRATEGY MAP 2014-2020

VISION
By 2020, our expertise in responsive applied education and research that meet student and market needs will make us globally recognized as the first-choice polytechnic in Canada.

MISSION
To educate students and provide skilled and successful graduates.

VALUES
Respect
Integrity
Sustainability
Excellence


SUCCESS PROPOSITION
CLIENTS
STUDENTS
C1. Maximize student success
EMPLOYERS
C2. Provide skilled graduates to meet labour market needs
DIFFERENTIATORS
• Polytechnic status
• Globally recognized programs
• Enhanced Aboriginal, international and newcomer student supports
• Accessibility
• Applied education/ job readiness
• Employer-driven and student focused
To achieve client success
INTERNAL PROCESSES
To excel at strategic processes
1. MAKING SUCCESSFUL CAREERS POSSIBLE
IP1.1 Anticipate and respond strategically to programming needs of employers
IP1.2 Facilitate learning pathways to support lifelong learning
IP1.3 Ensure the learning environment supports program and student requirements
2. ADVANCING ECONOMIC AND SOCIAL PROSPERITY
IP2.1 Advance strategic partnerships and alliances
IP2.2 Increase the participation and success of Aboriginal, international, newcomers and other diverse learners
IP2.3 Foster a culture of corporate social responsibility
3. PURSUING EXCELLENCE IN PROGRAM QUALITY AND INNOVATION
IP3.1 Optimize program quality
IP3.2 Use creative solutions to enhance the learning experience
IP3.3 Grow applied research
PEOPLE, LEADERSHIP AND GROWTH
To enable our people
4. LEADING ORGANIZATIONAL EFFECTIVENESS
P1. Optimize service excellence
P2. Be an employer of choice
P3. Improve vertical and horizontal communication
P4. Provide quality governance and leadership
ENTERPRISE SUSTAINABILITY
We will be good stewards of our resources
S1. Maximize resource management
S2. Enhance and diversify funding sources
S3. Advance Saskatchewan Polytechnic's reputation

SIAST